



*The Town Seal
Designed by Charles Brigham, Architect*

Town of Watertown 2003 Annual Report



Watertown Parks



On the Cover:

Clockwise beginning upper left: Moxley Park, O'Connell Park, Saltonstall Park, Skate Park at Arsenal Park

Town of Watertown

2003 Annual Report



The Town Seal
Designed by Charles Brigham, Architect

Story of the Watertown Seal

On the Watertown seal is a picture of an English Colonist and an Indian exchanging, as peace tokens, bread for fish. Capt. Roger Clap, who landed at Nantusket Point in 1630, and rowed up Charles River to Gerry's Landing with the first party of Watertown Colonists, records the following story of the trip:

"We went up Charles River until the river grew narrow and shallow, and there we landed our goods with much labor and toil, the bank being steep and night coming on.

"We were informed that there were hard by us three hundred Indians. One Englishman that could speak the Indian language (an old Planter) went to them and advised them not to come near us in the night; and they harkened to his counsels, and came not, I myself was one of the sentinels that first night. Our Captain was a Low Country soldier, one Mr. Southcot, a brave soldier.

"In the morning some of the Indians came and stood at a distance off, looking at us, but came not near us; but when they had been a while in view, some of them came and held out a great Bass toward us; so we sent a man with a Bisket, and changed the Cake for a Bass. Afterwards they supplied us with Bass, exchanging a Bass for a Bisket Cake, and were very friendly to us.

"O dear children! Forget not what care God had over his dear servants, to watch over and protect us in our weak beginnings. Capt. Squeb turned ashore us and our goods, like a merciless man, but God, ever our merciful God, took pity on us; so that we were supplied, first with a boat, and then caused many Indians (some hundreds) to be ruled by the advice of one man not to come near us. Alas, had they come, how soon might they have destroyed us! I think we were not above ten in number. But God caused the Indians to help us with fish at very cheap rates."

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Elected Officials

Council At Large

Marilyn Petitto Devaney	98 Westminster Avenue	923-0778
Sandra Kasabian Hoffman	20 Middle Street	924-7956
John H. Portz	24 Chapman Street	924-1899
Mark Sideris	30 Union Street	924-2699

District A Councillor

Salvatore Ciccarella	228 Boylston Street	924-3332
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District B Councillor

Gus Bailey	12 Thurston Road	923-2719
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District C Councillor

Stephen E Romanelli	12 Bancroft Street	926-1807
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District D Councillor

Frederick L. Pugliese	167 Highland Avenue	924-1560
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School Committee

Laurie J. Mastrangelo	McManus 17 Channing Road	926-3187
Stephen Messina	4D Longfellow Road	923-1892
John D. Quinn	20 Bancroft Street	924-0795
Steven Aylward	154 Worcester Street	926-3539
John C. Bartley	33 Robbins Road	923-9030
Eileen Hsu-Balzer	897 Belmont Street	484-8077

Library Trustee

Ann Bloom	43 Parker Street	924-0360
Gracemarie V. LeBlanc	76 Emerson Road	924-9322
Raya Stern	207 Lexington Street	926-3609
Katherine H. Button	48 Edward Road	923-1840
Lucia Mastrangelo	25 George Street	923-0345
Alexandra Sandy Avggis Quinn	92 Bellevue Road	924-7362

Boards and Committees

Board of Assessors

Pamela K. Davis Chair
Joseph B. Darby, III
Elizabeth Dromey

Planning Board

Jeff Brown
John B. Hawes, Jr.
G. Jack Zollo
Linda Tuttle-Barletta
Juana Salazar

Watertown Housing Authority

E. Joyce Munger, Chair
Linda Lilley
Leslie Whitney (State Appointee)
John O'Leary
Allen Gallagher

Board of Health

Dr. Marvin L. Mitchell, Chairman
Barbara D. Beck, Ph.D.
Mary E. Colpoys, M.D.

Conservation Commission

Marylouise McDermott
Brian Gardner
Leo G. Martin
Nancy Hammett
Susan Falkoff
Charles Bering

Department of Justice –Grant Advisory Board

Laura Kurman

Chief Edward P. Deveau, Watertown Police
Captain Thomas Rocca, Watertown Police
Elaine Paradis
Patricia Casey

Historical Commission

Victoria J. Carter
Roger Erickson
David Russo
Natalie Zakarian
John Piantedosi
Henrietta Light
Marilynne Roach

Council on Aging

Harold J. Bejcek, Chairperson
Barbara Zenn Rediker
Mary Morello
Jane Stadolnik
Dorothy Fleming
Betty Finnell
Patricia Gold
Mary Keenan
Christopher Hursh

Traffic Commission

Police Chief Edward P. Deveau, Chairman
Fire Chief Paul F. McCaffrey Secretary
John Airasian
George Pizzuto
Sgt Jeffrey Pugliese, Traffic Commander
Supt Gerald S. Mee Dept. Public Works
John Bartley, Sr.
George Whittie, Town Engineer

Retirement Board

Robert E. Ford, Chairman
Thomas J. Tracy, Secretary
R. Wayne MacDonald
Thomas Thibault
James I. Bean

License Commission

George Newman
Robert Whitney
Donna B. Doucette

Election Commission

George Bogosian
Demos Zevitas
Curtis Whitney
Gertrude Broderick

Cable TV Advisory Board

Stephen Corbett
Chester Jenkins
Alfred Gasper
Gary Schwartz
Linda Tracy
Tony Paolillo
William Oates
Alan Epstein
Robert Kaprielian

Asa Pratt Fund

Donald MacDonald
Raya Stern
G. Jack Zollo

Boards and Committees

Commission on Disabilities

Brian Charlson
Councillor Marilyn Devaney
George Donahue
Albert Gayzagian
Alex Liazos
Diane Shepherd
Andrea Greenwood
Theresa Spillane
Carol Menton

Watertown Cultural Council

Barbara Epstein
Susannah Elliott
Adrienne Sloane
Paula Chase
Roland Jay Williston
Jeffrey Poulos
Ruth Rappaport
Meredith Eppel
Len Gittleman
Janet Mendelsohn
Ilyse Robbins Mohr
Rich Mohr
Sarah Newhouse

Board of Appeals

Anthony D Furia
Elaine V. Grey
John J. McCarthy, Jr.
John W. Marshall
Harry J. Vlachos

Alternate Members - Board of Appeals

John Gannon
Melissa Santucci

Watertown Housing Partnership

Marianne Cameron
Thomas Wade, Watertown Housing
Craig McKenna, Watertown Savings Bank
Gregory P. Watson
Larry Young
R. Stewart Wooster
Howard Hashem
Harold Bejcek, Council on Aging
David Leon
James Barwell
Mark Messina

Historic District Study

Victoria Carter
Ruth Shackelford
John Hawes, Jr.
Jeffrey Brown
Joan Galgay
Thayer Morgan

Watertown Arsenal Development Corporation

John Airasian
James I. Bean
Allison B. Carnduff
Joseph J. DiVico
James E. McDermott
Robert A. Miller
Councillor Salvatore Ciccarelli
Councillor Sandra Kasabian Hoffman
Councillor John H. Portz

Watertown Recycling Advisory Group

Sue Tamber, Deputy Supt. DPW.
Robert Giel
Charles C. Bering
Martin Lerman

Bicycle Committee

Joan L. Blaustein
Peter Brooks
Janet Jameson
Deborah D. Peterson
Maria Saiz
David Grossman
Caren Eliezer

Building Committee

Gregory P. Watson, Director Community Development & Planning Department
Town Councillor Marilyn Petitto Devaney
Sally L. Dias, Ed.D Superintendent of Schools
Louis Taverna
George Whittie
Thomas J. Tracy
Stephen Messina
Judith Belliveau, Ex Officio, School Business Office
Joseph Porcaro
Joan Romanelli

Department Heads

**Gregory P. Watson, Community
Development and Planning
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6417
Fax: (617) 972-6484

**Leone E. Cole, Library Director
Watertown Free Public Library**

123 Main Street
Watertown, MA 02472
(617) 972-6434
Fax: (617) 926-4375

**Nooshi Robertson, Purchasing Agent
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6414
Fax: (617) 972-6403

**James Early, Ed. D, Interim
Superintendent of Schools
Watertown Public Schools**

30 Common Street
Watertown, MA 02472
(617) 926-7700
Fax: (617) 926-9759

**Pamela Davis, Town Assessor
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6412
Fax: (617) 972-6404

**Robert Erickson, Veterans Agent
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6416
Fax: (617) 972-6403

**Mary E. Flanders Aicardi
Personnel Director
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6443
Fax: (617) 972-6404

**John E. Flynn, Town Clerk/Chief
Election Officer
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6486
Fax: (617) 972-6595

**Caryl L. Fox, Director, Council on Aging
Senior Center**

30 Common Street
Watertown, MA 02472
(617) 972-6490
Fax: (617) 972-6493

**Edward Deveau, Chief of Police
Police Department**

34 Cross Street
Watertown, MA 02472
(617) 972-6533
Fax: (617) 972-6409

**Joseph J. Mahoney, Data Processing
Manager
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6463
Fax: (617) 972-6403

**Anthony M. Gianotti, Provisional Fire
Chief**

Fire Department
99 Main Street
Watertown, MA 02472
(617) 972-6512

**Gerald S. Mee, Jr., Superintendent of
Public Works
Department of Public Works**

124 Orchard Street
Watertown, MA 02472
(617) 972-6421
Fax: (617) 972-6402

**Thomas J. Sullivan, Recreation Director
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6494
Fax: (617) 926-6129

**Thomas J. Tracy, Town Auditor
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6460
Fax: (617) 972-6563

**Phyllis Marshall, Treasurer/Collector
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6452
Fax: (617) 926-7082

**Thomas A. Walsh, Skating Arena
Manager**

John A. Ryan Skating Arena
1 Paramount Place
Watertown, MA 02472
(617) 972-6468, 6469
Fax: (617) 972-6498

**Steven J. Ward, Health Director
Administration Building**

149 Main Street
Watertown, MA 02472
(617) 972-6445
Fax: (617) 972-6499

Town Council

A report to the People of Watertown:

The nine members of the Town Council of the City known as the Town of Watertown are elected biennially, in odd numbered years, to serve as the legislative branch of the Town's government. Its principle function is to set policy for the administration of the Town, its general government and programs, adopt an operating budget on recommendations by the Town Manager, and serve as overseers of the various agencies of municipal government. As you will see from this report for calendar year 2003, your Town Council has been actively engaged in the performance of its responsibilities as elected representatives of Watertown's residents.

Council Membership

As a Biennial election took place on November 3, 2001, the following candidates began their two year term on January 3, 2002: Salvatore Ciccarelli, District A Councilor; Marilyn Petitto Devaney, At Large Councilor; Sandra Kasabian-Hoffman, At Large Councilor; Thomas Gus Bailey; District B Councilor; Frederick Pugliese, District D; John Portz, At Large Councilor; Stephen Romanelli, District C Councilor; Mark Sideris, At Large Councilor; and Clyde L. Younger, Council President. Valerie Papas continued as Town Council Clerk.

Highlights of 2003

The Town Council voted the following matters in order to effectuate the most optimal level of services provided to the citizens of Watertown:

- February 25, 2003: the Town Council voted to appropriate \$9,925,000.00 for the purpose of remodeling, renovating, and equipping the Watertown Department of Public Works Municipal Service Facility on Orchard Street;
- March 25, 2003: the Town Council voted to appropriate \$3,000,000.00 for the construction, reconstruction, remodeling, equipping, and technological upgrades to Watertown High School;



Standing L to R: Stephen E. Romanelli, Michael J. Driscoll, Town Manager, Frederick L. Pagliese, Valerie Papas, Clerk, Gus Bailey, John H. Portz. Seated L to R: Sandra Kasabian-Hoffman, Salvatore Ciccarelli, Clyde L. Younger, Mark Sideris, Marilyn Petitto Devaney

- May 27, 2003: the Town Council voted to appropriate \$663,000.00 for the purpose of purchasing departmental equipment for the Fire Department and the Department of Public Works;

- June 10, 2003: the Town Council voted to temporarily modify the hours of operation of the Administration Building by closing the building every Friday at 2:00 PM from July 8th until August 31st;

- June 24, 2003: the Town Council voted to establish an Environmental and Energy Efficient Committee to help the Town set an emissions reduction target; develop a local action plan; implement the actions; and monitor emissions reduction;

- June 24, 2003: the Town Council voted to appropriate \$700,000.00 for the construction and reconstruction of municipal outdoor recreational and athletic facilities at Moxley, Saltonstall, Victory, Browne, and O'Connell/Hosmer Parks;

- August 12, 2003: the Town Council voted to fund a Skateboard Park to be built at Arsenal Park;

- September 9, 2003: the Town Council voted to appropriate \$7,700,000.00 for the purpose of constructing an addition to and remodeling, reconstructing, and making extraordinary repairs to the Watertown Free Public Library.

Fiscal Stability

The Town Council continued the existing building blocks of working on strong fiscal management, along with the Town Manager, the Manager's Management Team and the Town Auditor which emphasized maintaining fiscal stability while providing essential services to the community.

Acknowledgments

The members of the Town Council, both individually and collectively, respectively and gratefully acknowledge the assistance of all those who have helped in the fulfillment of its mission to serve the people of the City known as the Town of Watertown. Beginning with the Town Manager, we would like to thank him for his help and efforts. We also acknowledge with thanks and pride the efforts of each and every Town employee in all town departments; along with those of the elected and appointed boards, commissions and committees. Together, these men and women make up what we refer to as the Town of Watertown.

It is the quality of their service and dedication that determines whether Watertown is a "good" place in which to live. The Town Council publicly acknowledges their willingness to serve and the work they do for the people of Watertown.

Finally, to all residents and businesses of the City known as the Town of Watertown, the President and members of your Town Council wish to thank you for the continued opportunity to serve each of you.

Town of Watertown



Office of the Town Manager
Michael J. Driscoll



To The Honorable Town Council, Residents and Taxpayers of Watertown:

On behalf of the City known as the Town of Watertown, its employees and the distinguished members of the Town Council, I am pleased to present to you the Town of Watertown's Annual Report for the calendar year beginning January 1, 2003 and ending December 31, 2003. I believe you will find this Annual Report both interesting and informative as it recapitulates the accomplishments and achievements of the Town for the stated period.

I am pleased to report that the executive and legislative branches of Town government, working in tandem, have successfully maintained the level and scope of services delivered to the community while absorbing significant cuts in local aid and additional lottery proceeds received from the Commonwealth. This community has continued to leverage funds from both outside funding sources (federal, state and private) and Town funds to improve the quality of life and vibrancy of this community.

The Watertown economy is both strong and well managed, but fiscal restraint must be maintained in order that the successes enjoyed today are not rolled back tomorrow. Throughout this report the reader will find detailed narratives discussing programs that meet this philosophy. The section below highlights some of the particularly noteworthy achievements of 2003.

Harvard University Educational Technology Grant – On January 28, 2003 The Honorable Town Council received an Informational Presentation on this matter from Superintendent of Schools, Sally L. Dias, Ed.D outlining the School Departments' Technology Program priorities related to this grant. This grant was part of the MEMORANDUM OF UNDERSTANDING with respect to PAYMENTS IN LIEU of TAXES to be paid to the TOWN OF WATERTOWN by the PRESIDENTS AND FELLOWS OF HARVARD COLLEGE. This \$500,000 contribution is intended to improve technology that will benefit Watertown students and educators. The Superintendent stated that the grant would be wide – reaching and allow for the school system to take a major step forward toward fulfilling its five-year Technology Plan.

“Visioning Session” – In February, 2003 the Town asked for participation and comments from all in the development of the Community Development and Planning Department's approach in a Community Development Plan that addresses the Housing, Economic Development open space and Resource Protection, and transportation needs of the Town.

Public Works gets a new footprint – In February, 2003 The Honorable Town Council authorized a loan order of \$3,000,000 and a transfer of \$7,425,000 from the Arsenal Gift Fund to fund the Public Works Facility/former Incinerator Building Project. This action would provide for a state-of-the-art facility thus ensuring the savings of significant dollars in vehicle maintenance/replacement and salt and sand evaporation.

“Heartsafe Community” – In 2003, the Town of Watertown was designated as a “Heartsafe Community” by the Metropolitan Boston Emergency Medical Services Council, Inc. (MBE MSC). This designation denotes the dedication and commitment by the community to increase the survival rate from cardiac arrests.

Mount Auburn Street Historic District – In March, 2003 The Honorable Town Council designated a portion of Mount Auburn Street as a Historic District. This Historic designation requires property owners to petition a commission for certifying exterior construction activities and alterations within the District.

Fire/Public Works Departments update Equipment – In May, 2003 The Honorable Town Council authorized a loan order totaling \$663,000 which includes \$518,000 of Fire Department equipment (Pumper Truck AEV Class I Type III ambulance and Protective Jackets, Trousers and Boots) and \$145,000 of Public Works Department Equipment (Cemetery Department Backhoe and Highway Department Sidewalk Tractor).

Summer Concerts on Saltonstall Park – The Town sponsored a series of free Thursday evening concerts during the period June 26 through August 7, 2003. The concerts offered an eclectic experience for all who participated in this family – friendly event.

Watertown Police Department Accredited – On June 12, 2002, the Massachusetts Police Accreditation Commission awarded Accreditation to the Watertown Police Department. The Watertown Police Department is the twelfth overall in the Commonwealth to achieve this prestigious award, and second in the Commonwealth to achieve accreditation following certification.

Watertown Remembers – On September 11, 2003 the community assembled at Saltonstall Park to observe Watertown’s 2003 “Day of Remembrance” of 9-11 (Patriot Day). This observance, although a solemn occasion, reflected an outpouring of affection for the victims, their loved ones and the injured of the horrific events in New York, Pennsylvania and Washington, D.C.

A New Main Public Library is on the horizon – In September, 2003 the Honorable Town Council authorized a loan order in the amount of \$7,700,000 for the Main Library Renovation Project. This authorization combined with the utilization of a grant of almost \$3,000,000 from the Massachusetts Board of Library Commissioners and the Trustees fund raising activities will make needed repairs, renovation and expansion to meet the needs of the community well into the 21st century.

The “Faire on the Square 2003” was held on Saturday, September 27, 2003 from 10AM to 4PM. This unique public celebration celebrates the diversity of Watertown.

Home Improvement Program – In December, 2003 The Honorable Town Council committed the Town to appropriate available resources in the amount of \$150,000 to match a Community Development Block Grant Application in order for the continuation of this program. The program provides not only physical improvements to eliminate sub-standard conditions and address such items as energy and accessibility concerns, but also provides the invaluable service of technical assistance and an community advocate to help low and moderate income individuals navigate the home improvement process.

What has been highlighted is only a small sampling of the breadth and width of the Town’s activities during 2003. I urge you to peruse this Annual Report to join greater insight to the myriad of activities of the various Town Departments.

I would like to take this opportunity to thank the residents of Watertown, its employees, and the distinguished members of the Town Council for their dedication and commitment in keeping Watertown a fiscally sound community while still offering the level of service on which Watertown residents have come to depend upon.

Sincerely yours,

Michael J. Driscoll
Town Manager

Board Of Assessors

In 2003, the tri-annual revaluation was conducted for the Fiscal Year 2004 real estate tax billing, as required by Massachusetts General Law. The new assessments were calculated utilizing all verified 2002 sales of real estate. The goal of the revaluation was to reflect the market value as of January 1, 2003 (the assessment date).

An unusual market activity occurred state wide where residential properties experienced great appreciation while commercial/industrial properties did not. So much so, the state Legislature changed the law to allow a further shift (up to 200%) of the tax levy to lessen the increase of tax to the residential property owners. Because of the timing of this legislation (which was not enacted until January) the third quarter real estate bill was an estimated bill. Usually the third quarter bill is the actual bill.

Because the actual bill was the 4th quarter bill, all deadlines for filing abatements and exemptions were due very late in the year. The FY2005 billing schedule will be back to the normal cycle (the August and November bills will be preliminary (estimated) bills and the February and May bills will be the actual bills – all going back to the normal filing dates (February 1 for abatement requests and March for exemptions).

In January, the Town Council voted to approve the exemption increase of 100%, a 20% residential exemption and a tax classification shift of 175%. The following lists the type of exemptions available and the amount of the exemption:

Clause	
22	10% (or greater)
	Disabled Veteran \$500
22E	100% Disabled
	Veteran \$1,200

17D Widows, Aged Person, and
Minor Child \$350

37A Blind Person \$1,000

41C Qualified Senior
Citizen (65 +) \$1,000

As always, the recipients of these exemptions have been very cooperative and appreciative for the support from the Assessing personnel with completing their applications. These recipients have also expressed their appreciation for the Town Council, which once again approved the increase in the exemption amounts and lowering the required age limit and increasing the financial qualification requirements (for clause 41C).

During Fiscal Year 2004, Richard Brown Jr., Assistant Assessor, left the Assessors Office.

The following is a comparison of Fiscal Year 2003 to Fiscal Year 2004 tax information:

Fiscal Year	2003	2004
Tax Rates:		
Residential	\$12.65	\$10.35
Commercial	\$22.68	\$19.90
Industrial	\$22.68	\$19.90
Personal Property	\$22.68	\$19.90
<hr/>		
RESIDENTIAL EXEMPTION	\$820.40	\$882.76
<hr/>		
Valuations:		
Residential	\$2,837,704,401	\$3,753,239,748
Commercial	\$ 577,236,582	\$ 644,671,084
Industrial	\$ 212,281,983	\$ 250,261,450
Personal Property	\$ 80,243,343	\$ 131,431,402
Exempt	\$ 276,641,054	\$ 313,552,256

Treasurer/Collector

This Report on the Treasurer/Collector/Parking Clerk Office covers Fiscal Year 2003, July 1, 2002 to June 30, 2003. Schedules of Selected Financial Information, Major Categories of Receipts and Debt Principal and Interest are shown.

During FY 2003, bond principal payments were \$3,207,722 and long-term interest payments were \$1,191,052 for a total permanent debt service of \$4,398,774.

Total debt principal balance was \$24,447,722 as of June 30, 2003

Short Term borrowings for fiscal year 2003 were as follows:
Bond Anticipation Note (BAN):

Outstanding 7/01/03
\$21,833,800

Short Term Interest paid in FY 2003 was \$483,344 at a net interest cost of 1.6100%. BAN's are primarily used to generate revenue needed to begin funding capital projects before permanent borrowing (Bonds) are issued. BAN's generally cost less to issue than Bonds and can be rolled over for one year.

Watertown continues to have a high rate of Real Estate Tax collections. The rate of collection for FY 2003 Property Taxes, as of June 30, 2003 was 98.2%.

As of June 30, 2003 the following FY 2003 taxes and user charges were unpaid:

Real Estate	\$719,315
Personal Property	\$495,923
Motor Vehicle	\$166,697
Boat	\$ 6,114
Water	\$ 260,296
Sewer	\$ 566,289
Commercial Refuse	\$ 19,434

FY 2003 Selected Financial Information July 01, 2002 – June 30, 2003

DEBT BALANCE (6/30/03)	\$24,447,722
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FUNDS

Brought Forward (July 01, 2002)	\$39,001,505
Cash Received	120,449,398
Cash Paid Out	128,368,086
Ending Balance (June 30, 2003)	\$31,082,817

CASH MANAGEMENT

Interest Income	\$285,542
Short-Term Interest Paid	418,713
Net	(\$133,171)

OTHER INTEREST

Tax Titles	\$15,957
Late Payments	168,765
TOTAL	\$184,722

Total Interest Income	\$470,264
Total Short-Term Interest Expense	418,713
Net Interest Income	\$51,551

TAX TITLES

Brought Forward (July 01, 2002)	\$201,507
Tax Takings	69,848
Subsequent Taxes	120,384

Redemptions	(106,428)
Foreclosures	(3,535)
Ending Balance (June 30, 2001)	\$281,776

MAJOR CATEGORIES OF RECEIPTS

Property/Excise Taxes	\$53,625,371
Intergovernmental	11,943,917
Water/Sewer/Commercial	10,279,125
Departmental	2,035,457
Interest Earnings	470,264
Parking Fines	462,933
Fines and Forfeitures	359,403
Parking Meters	202,516
License and Permits	194,466
Payments in Lieu of Taxes	505,188
Penalty Interest & Costs	162,939

FY 2003 PRINCIPAL AND INTEREST PAYMENTS

SALE DATE	BONDED AMOUNT	PURPOSE	BALANCE 07/01/2002	PRINCIPAL PAYMENT	INTEREST PAYMENT	BALANCE 06/30/2003	Double Check
Oct-96	1,896,000	Remodeling - Town Buildings/Parks	941,000	235,000	27,660	706,000	
	1,114,000	Water Meters/Equipment	554,000	140,000	16,165	414,000	
Aug-97	8,055,000	Lowell School	6,840,000	405,000	309,639	6,435,000	
Oct-98	12,469,000	School (Exempt) 1	1,145,000	660,000	437,313	10,485,000	
	1,216,000	School(Non-exempt)	1,085,000	65,000	42,458	1,020,000	
	575,000	School (Gym)	510,000	30,000	20,025	480,000	
	1,670,000	Departmental Equipment	830,000	415,000	8,300	415,000	
	189,000	Outdoor Recreation Facility	93,000	45,000	900	45,000	
	795,000	Computer	475,000	160,000	9,400	315,000	
May-99	338,608	MWRA(Water)	203,164	67,722	0	135,442	
	1,463,000	Fire Station	1,113,000	173,000	34,500	938,000	
	188,000	Library	144,000	22,000	4,500	122,000	
Nov-00	1,850,000	Skating Arena	1,850,000	125,000	81,375	1,725,000	
	1,692,200	Remodeling - Town Buildings	1,692,200	100,000	76,400	1,600,000	
	1,400,000	Recreation (03/09/99)	1,400,000	100,000	61,100	1,300,000	
	956,800	Planning (Town Buildings)	956,800	240,000	28,215	715,000	
	619,800	Departmental Equipment (04/13/99)	619,800	155,000	18,144	460,000	
	215,200	Departmental Equipment (09/28/99)	215,200	55,000	6,294	160,000	
	204,000	Recreation 2 (04/13/99)	204,000	15,000	8,665	185,000	
	36,906,608	TOTALS	30,919,549	3,207,722	1,191,052	27,655,442	0

RECAP BY FUNCTION

SCHOOL	18,535,784	1,198,540	813,971	18,535,784
FIRE	1,208,782	220,582	46,522	1,208,782
LIBRARY	145,680	23,480	5,631	145,680
WATER	549,442	207,722	16,165	549,442
SKATING ARENA	1,795,265	190,555	82,916	1,795,265
PARKS	1,500,741	230,562	67,132	1,500,741
DPW	2,830,106	795,206	116,591	2,830,106
COMPUTERS	315,000	160,000	9,400	315,000
RECREATION	185,000	15,000	8,665	185,000
POLICE	54,880	3,430	2,621	54,880
COMMUNITY DEVELOPMENT	56,800	3,550	2,712	56,800
OTHER	477,962	159,095	18,726	477,962
TOTALS	27,655,442	3,207,722	1,191,052	27,655,442
Difference	0	0	0	0

Auditor

Schedule A

COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF REVENUE
DIVISION OF LOCAL SERVICES

ANNUAL CITY AND TOWN FINANCIAL
REPORT FOR THE FISCAL YEAR ENDED
JUNE 30, 2003

CITY/TOWN OF: WATERTOWN
ADDRESS: 149 Main St.
Watertown, MA 02472

This report is based upon the fund account activity descriptions from the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue. Please report data for the fiscal year ended June 30, 2003. Data supplied in this report will be used by the Department of Revenue, other State and Federal Agencies, and public interest groups. The information will also be furnished to the U.S. Census Bureau. Please read instructions carefully before completing your Schedule A. For assistance, please call your Bureau of Accounts Field Representative.

PART I GENERAL FUND REVENUES AND OTHER FINANCING SOURCES (FUND 01)

Account Number	Item Description	Amount (Omit Cents)
	A. Taxes	
4110	Personal Property Taxes	2,140,474
4120	Real Estate Taxes	48,083,106
4150	Excise Taxes	3,401,791
4179	Penalties and Interest	118,239
4180	In Lieu of Taxes	914,122
4191	Other Taxes - Hotel/Motel	36,564
4198	Urban Redevelopment Excise	
4199	Other Taxes	117,132
	A. TOTAL TAXES (NET OF REFUNDS)	54,811,428
	B. Charges for Services/Other Departmental Revenues	
4211	Water Charges	
4212	Other Utility Charges	
4229	Other Charges	
4243	Parking Charges	
4244	Park and Recreation Charges	247,932
4246	Sewerage Charges	
4247	Trash Collection Charges	29,594
4248	Transit Charges	
4370	Other Departmental Revenues	1,757,931
	B. TOTAL CHARGES FOR SERVICES/OTHER DEPARTMENTAL REVENUES	2,035,457
	C. Licenses, Permits and Fees	
4322	Fees Retained From Tax Collections	
4400	Licenses and Permits	194,466
	C. TOTAL LICENSES, PERMITS AND FEES	194,466
	D. Federal Revenue	
4540	Unrestricted - Direct	
4580	Unrestricted - Through the State	180,808
	D. TOTAL FEDERAL REVENUE	180,808
4600	E. TOTAL REVENUES FROM STATE	11,962,369
	F. Revenues From Other Governments	
4695	Court Fines	
4720	Received From the County for Services Performed	
4730	Received From Other Municipalities for Services Performed	23,529
	F. TOTAL REVENUES FROM OTHER GOVERNMENTS	23,529
4750	G. TOTAL SPECIAL ASSESSMENTS	
4770	H. TOTAL FINES, AND FORFEITURES	822,336
	I. Miscellaneous Revenues	259,354
4800	Miscellaneous Revenues	
4820	Earnings on Investments	285,542
	I. TOTAL MISCELLANEOUS REVENUES	544,896
	TOTAL GENERAL FUND REVENUES	70,575,289
4990	J. TOTAL OTHER FINANCING SOURCES	
	TOTAL GENERAL FUND REVENUES AND OTHER FINANCING SOURCES	70,575,289
	K. Interfund Operating Transfers	885,000
4972	Transfers From Special Revenue Funds	
4973	Transfers From Capital Projects Funds	
4975	Transfers From Enterprise Funds	1,815,457
4976	Transfers From Trust Funds	15,000
4977	Transfers From Agency Funds	
	K. TOTAL INTERFUND OPERATING TRANSFERS	2,715,457
	TOTAL GENERAL FUND REVENUES, OTHER FINANCING SOURCES, AND INTERFUND OPERATING TRANSFERS	73,290,746

Part II General Fund Expenditures and Other Financing Uses (Fund 01)

General Government (100)						
Account Number	Object of Expenditure	Legislative	Executive	Accountant/ Auditor	Collector	Treasurer
5100	Salary and Wages	63,224	178,863	203,253		230,971
5700	Expenditures	31,691	37,510	76,032		67,995
5800	Construction					
5800	Capital Outlay					
	TOTAL	94,915	216,373	279,285	0	298,966
Account Number	Object of Expenditure	Law Department Town/City Counsel	Public Building/Properties Maintenance	Assessors	Operations Support	License and Registration
5100	Salary and Wages		45,790	180,084		
5700	Expenditures	227,919	136,086	45,443		
5800	Construction					
5800	Capital Outlay		3,517			
	TOTAL	227,919	185,393	225,527	0	0
Account Number	Object of Expenditure	Land Use	Conservation Commission	Other		
5100	Salary and Wages			1,201,590		
5700	Expenditures			450,378		
5800	Construction					
5800	Capital Outlay			714,963		
	TOTAL	0	0	2,366,931		
Public Safety (200)						
Account Number	Object of Expenditure	Police	Fire	Emergency Medical Services	Inspection	Other
5100	Salary and Wages	5,533,577	6,782,636			6,303
5700	Expenditures	251,717	278,628			948
5800	Construction					
5800	Capital Outlay	87,110	34,485			
	TOTAL	5,872,404	7,095,749	0	0	7,251
Education (300)						
Account Number	Object of Expenditure	Education				
5100	Salary and Wages	19,528,982				
5700	Expenditures	6,526,169				
5800	Construction					
5800	Capital Outlay	58,612				
	TOTAL	26,113,763				
Public Works (400)						
Account Number	Object of Expenditure	Highway/Streets Snow & Ice	Highway/Streets Other	Waste Collection & Disposal	Sewerage Collection & Disposal	Water Distribution
5100	Salary and Wages	125,779	806,834	13,585		
5700	Expenditures	611,879	288,712	3,009,921		
5800	Construction					
5800	Capital Outlay	45,167	41,824			
	TOTAL	782,825	1,137,370	3,023,506	0	0
Account Number	Object of Expenditure	Parking Garage	Street Lighting	Other		
5100	Salary and Wages			876,180		
5700	Expenditures		278,335	859,046		
5800	Construction					
5800	Capital Outlay			191,104		
	TOTAL	0	278,335	1,926,330		
Human Services (500)						
Account Number	Object of Expenditure	Health Services	Clinical Services	Special Program	Veterans' Services	Other
5100	Salary and Wages	304,753			142,950	39,930
5700	Expenditures	47,655			33,838	49,570
5800	Construction					
5800	Capital Outlay					
	TOTAL	352,408	0	176,788	89,500	0

Part II General Fund Expenditures and Other Financing Uses (Fund 01)

Culture and Recreation (600)						
Account Number	Object of Expenditure	Library	Recreation	Parks	Historical Commission	Celebrations
5100	Salary and Wages	1,226,670	289,558			
5700	Expenditures	426,196	116,837			
5800	Construction					
5800	Capital Outlay	14,000				
	TOTAL	1,666,866	406,395	0	0	0
Other						
Account Number	Object of Expenditure					
5100	Salary and Wages					
5700	Expenditures					
5800	Construction					
5800	Capital Outlay					
	TOTAL	0				
Debt Service (700)						
Account Number	Object of Expenditure	Retirement Of Debt Principal	Interest on Long-Term Debt	Interest on Short-Term Debt	Other Interest	
5900	TOTAL	3,207,722	1,191,049	418,713	300	
Unclassified (900)						
Account Number	Object of Expenditure	Workers' Compensation	Unemployment	Health Insurance	Other Employee Benefits	Court Judgments
	TOTAL	387,373	20,600	6,141,914	665,725	
Account Number	Object of Expenditure	Other Insurance	Intergovernmental Assessments	Retirement	Other	
	TOTAL	352,631	3,105,310	5,322,565	290,581	
Total General Fund Expenditures						
Account Number	Object of Expenditure					Total
5100	Salary and Wages					37,781,512
5700	Expenditures					13,852,505
5800	Construction					0
5800	Capital Outlay					1,190,782
5900	Debt Service					4,817,784
	Unclassified					16,286,699
	TOTAL GENERAL FUND EXPENDITURES					73,929,282
Transfers / Other Financing Uses						
5960	Transfers To Other Funds					802,064
5990	Other Financing Uses					
	TOTAL TRANSFERS AND OTHER FINANCING USES					802,064
TOTAL GENERAL FUND EXPENDITURES AND OTHER FINANCING USES				74,731,346		

Account Number	Part III Item Description	Special Revenue Funds Federal General Government Grants	Federal Public Safety Grants	Federal Public Works Grants	Federal Education Grants	Federal Emergency Management Agency (FEMA)	Federal Culture & Recreation Grants	Federal Community Development Block Grants	Other Federal Housing and Urban Development Grants	Other Federal Grants	Total Federal Grants
REVENUES											
4100	Taxes and Excises										
4200	Charges for Services										0
4500	Federal Revenue		149,100		994,568	6,550		165,000			1,315,218
4600	State Revenue										0
4800	Miscellaneous Revenue										0
4820	Earnings on Investments										0
	TOTAL REVENUES	0	149,100	0	994,568	6,550	0	165,000	0	0	1,315,218
OTHER FINANCING SOURCES											
4910	Bond Proceeds										0
4970	Transfers From Other Funds		2,743								2,743
4990	Other Financing Sources										0
	TOTAL OTHER FINANCING SOURCES	0	2,743	0	0	0	0	0	0	0	2,743
	TOTAL REVENUES AND OTHER FINANCING SOURCES	0	151,843	0	994,568	6,550	0	165,000	0	0	1,317,961
EXPENDITURES											
5100	Salary and Wages										0
5700	Expenditures		150,936		1,795,962	6,540		191,206		269	2,144,913

5800	Construction		0								
5800	Capital Outlay		0								
5900	Debt Service										
TOTAL EXPENDITURES	0	150,936	0	1,795,962	6,540	0	191,206	0	269	2,144,913	
OTHER FINANCING USES											
5960	Transfers To Other Funds							0			
5990	Other Financing Uses							0			
TOTAL OTHER FINANCING USES	0	0	0	0	0	0	0	0	0	0	
TOTAL EXPENDITURES AND OTHER FINANCING USES	0	150,936	0	1,795,962	6,540	0	191,206	0	269	2,144,913	
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)											
Fund Balance Beginning of Year	0	907	0	-801,394	10	0	-26,206	0	-269	-826,952	
Adjustments	0	36,743	0	338,359	0	0	263,312	0	772	639,186	
Fund Balance End of Year	0	37,650	0	-463,035	10	0	237,106	0	503	0	
										-187,766	

Account Number	Item Description	State General Government Grants	State Public Safety Grants	State Public Works Grants	State Education Grants	Massachusetts Emergency Management Agency (MEMA)	State Culture & Recreation Grants	State Council on Aging Grants	State Library Grants	Other State Grants	Total State Grants
Part III		Special Revenue Funds		State Grants							

REVENUES

4100	Taxes and Excises										0
4200	Charges for Services										0
4500	Federal Revenue										0
4600	State Revenue	3,693	186,897	238	1,210,012		37,422	9,711	60,125	7,504	1,515,602
4800	Miscellaneous Revenue										0
4820	Earnings on Investments										0
TOTAL REVENUES		3,693	186,897	238	1,210,012	0	37,422	9,711	60,125	7,504	1,515,602

OTHER FINANCING SOURCES

4910	Bond Proceeds										0
4970	Transfers From Other Funds										0
4990	Other Financing Sources										0
TOTAL OTHER FINANCING SOURCES		0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES AND OTHER FINANCING SOURCES		3,693	186,897	238	1,210,012	0	37,422	9,711	60,125	7,504	1,515,602

EXPENDITURES

5100	Salary and Wages										0
5700	Expenditures	3,693	192,333	2,828	1,199,382		50,920	16,389	9,516		1,475,061
5800	Construction										0
5800	Capital Outlay										0
5900	Debt Service										0
TOTAL EXPENDITURES		3,693	192,333	2,828	1,199,382	0	50,920	16,389	9,516	0	1,475,061

OTHER FINANCING USES

5960	Transfers To Other Funds										0
5990	Other Financing Uses										0
TOTAL OTHER FINANCING USES		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES		3,693	192,333	2,828	1,199,382	0	50,920	16,389	9,516	0	1,475,061
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)											
Fund Balance Beginning of Year		0	-5,436	-2,590	10,630	0	-13,498	-6,678	50,609	7,504	40,541
Adjustments		0	72,263	12,280	86,177	0	14,771	21,000	114,108	11,824	332,423
Fund Balance End of Year		0	66,827	9,690	96,807	0	1,273	14,322	164,717	19,328	372,964

Account Number	Item Description	Receipts Reserved for Appropriation Education	Receipts Reserved for Appropriation Waterways Improvement	Receipts Reserved for Appropriation Wetlands Protection	Receipts Reserved for Appropriation Parking Meters	Receipts Reserved for Appropriation Ambulance	Receipts Reserved for Appropriation Insurance Reimb. Over \$20,000	Receipts Reserved for Appropriation Sale of Real Estate Receipts	Reserved for Appropriation Sale of Cemetery Lots	Receipts Reserved for Appropriation Other	Total Receipts Reserved for Appropriation
Part III		Special Revenue Funds		Receipts Reserved for Appropriation							

REVENUES

4100	Taxes and Excises										0
4200	Charges for Services				194,056				59,955		254,011
4500	Federal Revenue										0
4600	State Revenue										0
4800	Miscellaneous Revenue										0
4820	Earnings on Investments										0
TOTAL REVENUES		0	0	0	194,056	0	0	0	59,955	0	254,011

OTHER FINANCING SOURCES

4910	Bond Proceeds										0
4970	Transfers From Other Funds										0
4990	Other Financing Sources										0

TOTAL OTHER FINANCING SOURCES

		0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES AND OTHER FINANCING SOURCES		0	0	0	194,056	0	0	0	59,955	0	254,011

EXPENDITURES

5100	Salary and Wages										0
5700	Expenditures										0
5800	Construction										0
5800	Capital Outlay										0
5900	Debt Service										0
TOTAL EXPENDITURES		0	0	0	0	0	0	0	0	0	0

OTHER FINANCING USES

5960	Transfers To Other Funds				195,000				75,000		270,000
5990	Other Financing Uses										0

TOTAL OTHER FINANCING USES

		0	0	0	195,000	0	0	0	75,000	0	270,000
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TOTAL EXPENDITURES AND OTHER FINANCING USES

		0	0	0	195,000	0	0	0	75,000	0	270,000
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Excess (Deficiency) of Revenues

Over Expenditures and Other Financing Sources (Uses)

		0	0	0	-944	0	0	0	-15,045	0	-15,989
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Fund Balance Beginning of Year		0	0	0	203,459	0	0	0	177,390	0	380,849
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Adjustments											0
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Fund Balance End of Year		0	0	0	202,515	0	0	0	162,345	0	364,860
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Account Number	Item Description	Revolving Funds Education	Revolving Funds Athletic	Revolving Funds Parks & Recreation	Revolving Funds Ch 44 53 E 1/2	Other Revolving Funds	Total Revolving Funds
Part III		Special Revenue Funds		Revolving Funds			

REVENUES

4100	Taxes and Excises						
4200	Charges for Services	1,353,607	30,337	131,353	315,181	49,281	1,879,759
4500	Federal Revenue						0
4600	State Revenue						0
4800	Miscellaneous Revenue						0
4820	Earnings on Investments						0
TOTAL REVENUES		1,353,607	30,337	131,353	315,181	49,281	1,879,759

OTHER FINANCING SOURCES

4910	Bond Proceeds						0
4970	Transfers From Other Funds						0
4990	Other Financing Sources						0

TOTAL OTHER FINANCING SOURCES

		0	0	0	0	0	0
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TOTAL REVENUES AND OTHER FINANCING SOURCES

		1,353,607	30,337	131,353	315,181	49,281	1,879,759
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EXPENDITURES

5100	Salary and Wages						0
5700	Expenditures	1,190,458	30,539	161,280	240,349	48,709	1,671,335
5800	Construction						0
5800	Capital Outlay						0
5900	Debt Service						0
TOTAL EXPENDITURES		1,190,458	30,539	161,280	240,349	48,709	1,671,335

OTHER FINANCING USES

5960	Transfers To Other Funds													0
5990	Other Financing Uses													0
TOTAL OTHER FINANCING USES		0		0		0		0		0				0
TOTAL EXPENDITURES AND OTHER FINANCING USES		1,190,458		30,539		161,280		240,349		48,709				1,671,335
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)		163,149	-	202		-29,927		74,832		572				208,424
Fund Balance Beginning of Year		353,822		534		136,578		162,194		77,031				730,159
Adjustments														0
Fund Balance End of Year		516,971		332		106,651		237,026		77,603				938,583

Account Number	Item Description	Other Special Revenue Funds Water	Other Special Revenue Funds Sewer	Other Special Revenue Funds Education	Other Special Revenue Funds School Lunch	Other Special Revenue Funds Adult Education	Other Special Revenue Funds Professional Development	Other Special Revenue Funds Open Space Acquisition	Other Special Revenue Funds MWPAT	Other Special Revenue Funds Title V	Other Special Revenue Funds Gifts & Donations	Other Special Revenue Funds	Total Other Special Revenue	Total All Special Revenue
Part III		Special Revenue Funds			Other Special Revenue									

REVENUES

4100	Taxes and Excises												0	0
4200	Charges for Services					596,969							596,969	2,730,739
4500	Federal Revenue					181,255							181,255	1,496,473
4600	State Revenue												0	1,515,602
4800	Miscellaneous Revenue					848				232,254			233,102	233,102
4820	Earnings on Investments												0	0
TOTAL REVENUES		0	0	0	779,072	0	0	0	0	0	232,254	0	1,011,326	5,975,916

OTHER FINANCING SOURCES

4910	Bond Proceeds												0	0
4970	Transfers From Other Funds										52,865		52,865	55,608
4990	Other Financing Sources												0	0
TOTAL OTHER FINANCING SOURCES		0	0	0	0	0	0	0	0	0	52,865		52,865	55,608
TOTAL REVENUES AND OTHER FINANCING SOURCES		0	0	0	779,072	0	0	0	0	0	285,119	0	1,064,191	6,031,524

EXPENDITURES

5100	Salary and Wages												0	0
5700	Expenditures					779,486					345,660		1,125,146	6,416,455
5800	Construction												0	0
5800	Capital Outlay												0	0
5800	Debt Service												0	0
TOTAL EXPENDITURES		0	0	0	779,486	0	0	0	0	0	345,660	0	1,125,146	6,416,455
OTHER FINANCING USES														1,815,000
5960	Transfers To Other Funds												1,815,000	2,085,000
5990	Other Financing Uses												0	0
TOTAL OTHER FINANCING USES		0	0	0	0	0	0	0	0	0	1,815,000	0	1,815,000	2,085,000
TOTAL EXPENDITURES AND OTHER FINANCING USES		0	0	0	779,486	0	0	0	0	0	2,160,660	0	2,940,146	8,501,455
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)		0	0	0	-414	0	0	0	0	0	-1,875,541	0	-1,875,955	-2,469,931
Fund Balance Beginning of Year		0	0	0	48,176	0	0	0	0	0	10,351,262	0	10,399,438	12,482,055
Adjustments													0	0
Fund Balance End of Year		0	0	0	47,762	0	0	0	0	0	8,475,721	0	8,523,483	10,012,124

Account Number	Item Description	Water	Sewer	Schools	Municipal Buildings	Landfill	Highways (Chapter 90)	Other	Total All Capital Projects
Part IV		Capital Projects Funds							
REVENUES									
4100	Taxes and Excises								
4200	Charges for Services								0
4500	Federal Revenue								0
4600	State Revenue						990,065		990,065
4800	Miscellaneous Revenue							211,820	211,820
4820	Earnings on investments							4	4
TOTAL REVENUES		0	0	0	0	0	990,065	211,824	1,201,889
OTHER FINANCING SOURCES									
4910	Bond Proceeds								0
4970	Transfers From Other Funds				160,000	1,200,000			347,055
1,707,055									
4990	Other Financing Sources								0
TOTAL OTHER FINANCING SOURCES		0	0	160,000	1,200,000	0	0	347,055	1,707,055
TOTAL REVENUES AND OTHER FINANCING SOURCES		0	0	160,000	1,200,000	0	990,065	558,879	2,908,944
EXPENDITURES									
5100	Salary and Wages								
5700	Expenditures								0
5800	Construction			4,902,837	2,266,902		916,737	69,125	8,155,601
5800	Capital Outlay			75,953	170,310		66,278	144,065	456,606
5900	Debt Service								0
TOTAL EXPENDITURES		0	0	4,978,790	2,437,212	0	983,015	213,190	8,612,207
OTHER FINANCING USES									
5960	Transfers To Other Funds								0
5990	Other Financing Uses								0
TOTAL OTHER FINANCING USES		0	0	0	0	0	0	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES		0	0	4,978,790	2,437,212	0	983,015	213,190	8,612,207
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)									
		0	0	-4,818,790	-1,237,212	0	7,050	345,689	-5,703,263
Fund Balance Beginning of Year		12,867	0	7,159,188	2,187,551	0	-176,710	522,035	9,704,931
Adjustments									0
Fund Balance End of Year		12,867	0	2,340,398	950,339	0	-169,660	867,724	4,001,668

Account Number	Item Description	Water	Sewer	Electric	Landfills	Hospital	Health Care	Airport	Harbor	Golf Courses	Public Recreation	Other	Total All Enterprise Funds
Part V		Enterprise Funds											
REVENUES													
4100	Taxes and Excises												
4200	Charges for Services	4,011,893	6,572,532										10,584,425
4500	Federal Revenue												0
4600	State Revenue												0
4800	Miscellaneous Revenue												0
4820	Earnings on Investments	10,960	18,137										29,097
TOTAL REVENUES		4,022,853	6,590,669	0	0	0	0	0	0	0	0	0	10,613,522
OTHER FINANCING SOURCES													
4910	Bond Proceeds												0
4970	Transfers From Other Funds		30,769	208,632									239,401
4990	Other Financing Sources												0
TOTAL OTHER FINANCING SOURCES		30,769	208,632	0	0	0	0	0	0	0	0	0	239,401
TOTAL REVENUES AND OTHER FINANCING SOURCES		4,053,622	6,799,301	0	0	0	0	0	0	0	0	0	10,852,923
EXPENSES													
5100	Salary and Wages	518,701	200,529										719,230
5700	Expenses	1,836,313	4,385,654										6,221,967
5800	Construction												0
5800	Capital Outlay	99,403	133,971										233,374
5900	Debt Service												0
TOTAL EXPENSES		2,454,417	4,720,154	0	0	0	0	0	0	0	0	0	7,174,571
OTHER FINANCING USES		1,106,493	708,964										
5960	Transfers To Other Funds												1,815,457
5990	Other Financing Uses												0
TOTAL OTHER FINANCING USES		1,106,493	708,964	0	0	0	0	0	0	0	0	0	1,815,457
TOTAL EXPENSES AND OTHER FINANCING USES		3,560,910	5,429,118	0	0	0	0	0	0	0	0	0	8,990,028
Excess (Deficiency) of Revenues Over Expenses and Other Financing Sources (Uses)													
		492,712	1,370,183	0	0	0	0	0	0	0	0	0	1,862,895
Fund Balance													
Beginning of Year		851,689	1,294,176	0	0	0	0	0	0	0	0	0	2,145,865
Adjustments		8,721	8,721										17,442
Fund Balance End of Year		1,353,122	2,673,080	0	0	0	0	0	0	0	0	0	4,026,202

Account Number	Item Description	Non-Expendable Trust	Workers Compensation	Pension Reserve	Stabilization	Health Claims City/Town Share	Health Claims Employee Share	Conservation Trust Fund	Other Trust Funds	Total All Trust Funds
Part VI		TRUST FUNDS	NON-EXPENDABLE/EXPENDABLE TRUSTS							
REVENUES										
4100	Taxes and Excises									
4200	Charges for Services									0
4500	Federal Revenue									0
4600	State Revenue									0
4800	Miscellaneous Revenue	51,685				1,239		52,924		
4820	Earnings on Investments			12,116					74,111	86,227
TOTAL REVENUES		51,685	0	0	12,116	0	0	1,239	74,111	139,151
OTHER FINANCING SOURCES										
4970	Transfers From Other Funds									0
4990	Other Financing Sources									0
TOTAL OTHER FINANCING SOURCES		0	0	0	0	0	0	0	0	0
TOTAL REVENUE AND OTHER FINANCING SOURCES		51,685	0	0	12,116	0	0	1,239	74,111	139,151
EXPENDITURES										
5100	Salary and Wages									
5700	Expenditures							575	94,565	95,140
5800	Construction									0
5800	Capital Outlay									0
5900	Debt Service									0
TOTAL EXPENDITURES		0	0	0	0	0	0	575	94,565	95,140
OTHER FINANCING USES										
5960	Transfers To Other Funds									15,000
5990	Other Financing Uses									0
TOTAL OTHER FINANCING USES		0	0	0	0	0	0	0	15,000	15,000
TOTAL EXPENDITURES AND OTHER FINANCING USES		0	0	0	0	0	0	575	109,565	110,140
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)										
		51,685	0	0	12,116	0	0	664	-35,454	29,011
Fund Balance Beginning of Year		876,336	0	0	943,055	0	0	96,449	330,050	2,245,890
Adjustments										0
Fund Balance End of Year		928,021	0	0	955,171	0	0	97,113	294,596	2,274,901

Part VII AGENCY FUNDS

Fund/Item Description	Balance	July 1, 2002	Additions	Deductions	Balance	June 30, 2003
A. ASSETS						
1. Cash		52,873	704,153	687,686		69,340
2. Accounts Receivable		0				0
3. TOTAL ASSETS		52,873	704,153	687,686		69,340
B. LIABILITIES						
1. Police Outside Detail		-40,493	467,839	452,990		-25,644
2. Fire Off Duty Detail		1,608	4,779	4,919		1,468
3. Taxes Due State		5	25	28		2
4. Meals Tax Due State		0				0
5. License Due State		0				0
6. Due County/Retirement Systems		0				0
7. Guarantee Bid Deposits		0				0
8. Unclaimed Items		0				0
9. Other Liabilities		91,753	231,510	229,749		93,514
10. TOTAL LIABILITIES		52,873	704,153	687,686		69,340
NOTE -- Total Assets Must Equal Total Liabilities						

Part VIII PERSONNEL EXPENDITURES

Total Salaries and Wages as of December 31, 2002 as Reported on IRS Form W-2	\$40,617,256
Total Number of Employees (FTE) for Calendar Year Ending December 31, 2002	845

Part IX SCHEDULE OF CASH AND INVESTMENTS AS OF JUNE 30, 2003

FUND	Cash and Investments
General Fund	11,534,685
Special Revenue	10,012,506
Debt Service Fund	
Capital Project Funds	4,001,656
Enterprise Funds	3,162,170
Trust Funds	2,274,901
Agency Funds	69,340
TOTAL ALL FUNDS	31,055,258

PART X SCHEDULE OF DEBT OUTSTANDING, ISSUED, AND RETIRED THIS FISCAL YEAR

Item description	Report in Whole Dollars - Omit Cents				
	Outstanding July 1, 2002 (a)	Issued this Fiscal Year (b)	Retired this Fiscal Year (c)	Outstanding June 30, 2003 (d)	Interest this Fiscal Year (e)
A. GENERAL OBLIGATION BONDS					
Buildings	3,569,000		537,000	3,032,000	152,443
Departmental Equipment	1,035,000		625,000	410,000	32,735
School Buildings	2,915,000		180,000	2,735,000	130,218
School - All other	0			0	
Sewer	0			0	
Solid Waste	0			0	
Other Inside Limit	2,667,000		593,000	2,074,000	112,537
TOTAL INSIDE DEBT LIMIT	10,186,000	0	1,935,000	8,251,000	427,933
OUTSIDE DEBT LIMIT	0	0			
Airport					
Hospital	0			0	
Electric	0			0	
Gas	0			0	
School Buildings	16,920,000		1,065,000	15,855,000	746,951
Sewer	0			0	
Solid waste	0			0	
Water	549,442		207,722	341,720	16,165
Other Outside Limit	0			0	
TOTAL OUTSIDE	17,469,442	0	1,272,722	16,196,720	763,116
TOTAL LONG TERM DEBT	27,655,442	0	3,207,722	24,447,720	1,191,049
B. REVENUE AND NONGUARANTEED BONDS					
C. SHORT TERM DEBT	0			0	
Tax Anticipation Notes	0			0	
Bond Anticipation Notes	21,833,800	21,833,800	21,833,800	21,833,800	418,713
Grant Anticipation Notes	0			0	
Other Short Term Debt	0			0	
TOTAL SHORT TERM DEBT	21,833,800	21,833,800	21,833,800	21,833,800	418,713
D. OTHER INTEREST					
					300
			AMOUNT - OMIT CENTS		
			Authorized	Issued/Retired/ Rescinded	Unissued June 30, 2003
			(a)	(b)	(c)
TOTAL AUTHORIZED AND UNISSUED			30,600,878	580,532	30,020,346

PART XI RECONCILIATION OF FUND EQUITY (RETAINED EARNINGS) FOR THE FISCAL YEAR END JUNE 30, 2003

Revenues and Expenditures from Financial Report	General (a)	Special Revenue (b)	Capital Projects (c)	Enterprise (d)	Trust (e)	TOTAL (a)-(e) (f)
1. Total Revenues	70,575,289	5,975,916	1,201,889	10,613,522	139,151	88,505,767
2. Total Expenditures	73,929,282	6,416,455	8,612,207	7,174,571	95,140	96,227,655
3. TOTAL EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES						
SUM OF LINES 1 - 2	(3,353,993)	(440,539)	(7,410,318)	3,438,951	44,011	(7,721,888)
OTHER FINANCING SOURCES (USES)						
4. Transfers From Other Funds	2,715,457	55,608	1,707,055	239,401	0	4,717,521
5. Other Financing Sources	0	0	0	0	0	0
6. Transfers To Other Funds	802,064	2,085,000	0	1,815,457	15,000	4,717,521
7. Other Financing Uses	0	0	0	0	0	0
8. TOTAL OTHER FINANCING SOURCES (USES)-						
SUM OF LINES 4 THROUGH 7	1,913,393	(2,029,392)	1,707,055	(1,576,056)	(15,000)	0
9. TOTAL EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES AND OTHER FINANCING SOURCES (USES)						
- SUM OF LINES 3 AND 8	(1,440,600)	(2,469,931)	(5,703,263)	1,862,895	29,011	(7,721,888)
10. Fund Equity (Retained Earnings)						
Beginning of Year	12,582,695	12,482,055	9,704,931	2,145,865	2,245,890	39,161,436
11. Other Adjustments						
(Please specify on notes page)	(1,379)	0	0	17,442	0	16,063
12. TOTAL FUND EQUITY (RETAINED EARNINGS) END OF YEAR- SUM						
OF LINES 9 THROUGH 11	11,140,716	10,012,124	4,001,668	4,026,202	2,274,901	31,455,611

Personnel Department

The Personnel Department is responsible for a wide range of personnel-related activities. Included in the responsibilities of the Personnel Department is the recruitment and selection of employees; negotiation and administration of collective bargaining agreements; employee relations; monitoring of leave; administration of Workers' Compensation and Unemployment; Civil Service compliance; maintenance of confidential personnel records; training programs; compliance with federal and state laws and regulations; and other related functions.

During 2003, the Personnel Department was busy assisting many departments and the Town Manager in recruiting and selecting personnel. The Town hired twenty-eight (28) people during calendar year 2003. Additionally, the Personnel Department participated in the hiring for the DPW Summer Work Program.

Ms. Cecilia E. Lentine, Personnel Administrative Assistant retired in May 2003 after serving the community for over

29 years. Ms. Lentine was the first face many people saw when they came to explore working for the Town. Ms. Lentine always put the applicants at ease and always was available for employees. She will be missed.

Ms. Maureen Aquilano was hired as Personnel Administrative Assistant in August 2003. Ms. Aquilano had worked for the Town in various capacities since 1993 and brings exceptional skills and experience to the department.

During 2003, the Personnel Department began negotiations with the five Town unions regarding collective bargaining agreements for the term beginning July 2003. Agreement was reached with the Library Union and the Town Hall Associates and continues with the others.

Through the Employee Assistance Program, the Personnel Department sponsored two Financial Planning seminars that were well attended.

Because of the events of September 11, 2001 and other industry changes, the Town's Workers Compensation insurance changed dramatically in 2002, which resulted in a bidding process for a new Workers' Compensation plan. Thus, beginning in July 2003, a new plan was put in place. The new Program is running smoothly. During 2003, 51 injuries were documented, only 12 of which resulted in lost time from work.

Massachusetts law requires that all employees be given a copy of the Town's policy on the prevention of Sexual Harassment in the workplace each year.

The Personnel Department is looking forward to 2004 as it continues to work towards hiring the best possible candidates for the Town, improving the administration of work-related injuries, and improving service to employees, department heads and citizens of Watertown.

Town Clerk and Election

The Town Clerk and Election Office serves as a direct link between the citizenry and its Town government. The Town Clerk's office, by statute, is responsible for the issuance of vital statistics, maintenance of Town records, the insurance of compliance with the Commonwealth's Open Meeting Law and it also serves as a repository for all rules, regulations, ordinances and bylaws promulgated by the Town Council and other town departments.

The Town Clerk's office was first established in 1634, the first year records were kept, and continues today to provide accurate documentation on events and happenings of the City known as the Town of Watertown. The Town Clerk's office provides a number of consumer services, such as the issuance of dog licenses, the sale of various Division of Fisheries and Wildlife licenses, the recordation of Uniform Commercial Code statements, notary public services and the office also serves as a distribution center for various Town brochures and surveys. The Staff in the

office also serve as "unofficial ombudsman" to provide general information regarding various municipal services to the public. The Town Clerk's office also serves as a liaison between the Town and the Federal and State governments.

During calendar year 2003, the office achieved the following:

- Maintained the highest level of accuracy in the recording and issuance of the Vital Statistics of the Town of Watertown.
- Placed election signage in strategic locations throughout the Town alerting the citizenry to the upcoming voting exercises.
- Conducted the 2003 Annual Town Census.
- Participated in the development of the Town's FY04 operating budget.
- Continued the duties and responsibilities

as Burial Agent for the Town.

- Completed the annual renewal process for all applicable licenses, permits and certificates while ensuring compliance with Chapter XVII of the Town's ordinances.
- Ensured compliance with state guidelines in the filing of necessary annual reports with the Alcohol Beverage Control Commission and the Department of Public Safety.
- Ensured access to all polling locations throughout the Town.
- Coordinated Public/Private resources in planning of the Faire on the Square 2003.
- Began the codification process of the Watertown Municipal Code.

The Election Commission, directed under Massachusetts General Law, by the four member board of election commissioners,

has a number of responsibilities mandated by Massachusetts General Laws Chapter 50 through 56. The Commission as charged is to ensure fair and impartial elections in the Town of Watertown. Responsibilities include: coordination of the annual census, generation of voting lists and jury lists, implementation of the National Voter Registration Act through the establishment of the Central Voter Registry, maintenance of the town's residency database and compliance with the Commonwealth's Campaign Finance reporting procedures.

The Election Commission conducted the following voting exercises during 2003.

DATE	TYPE OF ELECTION
November 04, 2003	General Election
November 19, 2003	Recount – Council At Large

The Licensing Board promulgates rules and regulations specific to Watertown to ensure the life, safety, and health of the citizenry and town visitors. The Licensing Board issues a myriad of licenses and permits that range from amusement devices, to gasoline, to liquor licenses. All of the licenses issued are renewable yearly. The Licensing Board also serves as a hearing officer to ensure compliance with licensing conditions.

The Licensing Board also works closely with five town departments, the Alcohol Beverage Control Commission and the State Fire Marshall's Office in the licensing process.

Licenses and Fees

Burial Premits	\$1,390.00
Hunting Licenses	1,065.60
Dog Licenses	6,927.00
Wildland Stamps - Resident and Non-Resident	1,770.00
Duplicate Licenses	16.75
Archery Stamp	305.00
Sporting Licenses	1,806.00
Marriage Intentions	5,290.00
Raffle	170.00
Fishing Licenses	5,833.50
Sporting Fees	566.00
Waterfowl Stamps	109.25
Cat Licenses	3,582.00
Licenses Commission - Alcohol, Common Victullar etc.	117,260.00
Miscellaneous Clerk/ Election fees	1,433.40
Resident Book	468.00
Certified Copies	18,688.00
Underground Storage Permits	3,285.00
Non-Criminal Fines	1,200.00
Miscellaneous Licensing Board fees	34,010.00
TOTAL	205,175.50

Recording Fees

Mortgages	\$2,830.31
Business Certificates and Business Certificate withdrawals	12,7000.00
TOTAL	\$15,530.31

Total Clerks Revenue

Total Fees Collected	\$220,705.81
Paid to the Commonwealth	(\$ 10,906.10)
Net Revenue to the Town	\$209,799.71

Vital Statistics

Six Day All Alcoholic Common Victualler (Restaurants)	7
Births	399
Deaths recorded	312
Six Day Wine/Malt Common Marriage Intentions	267
Victualler	3
Marriages recorded	258
Common Victualler License	90
Affidavits of Correction of birth, deaths and marriages recorded	20
Clubs	11
Auto Dealer Class 1	10
Auto Dealer Class 11	12

Licenses

Auto Dealer Class 111	0
Kennel License	1
All Alcoholic Package Good Store	6
Dog Licenses	640
Package Good Store Wine/Malt	6
Cat Licenses	450
24-Hours opening	5
Sale of Food at Retail	5
Seven Day All Alcoholic Entertainment	15
Common Victualler	19
Music Box (Restaurants)	8
Automatic Amusement Device	16
Seven Day Wine/Malt	
Auto Repair	64
Common Victualler	3
Letting out of (Restaurants) Motor Vehicles	5
Shuttle/Jitney	2
Livery	13

Data Processing Department

Submitted by Joseph Mahoney, Data Processing Manager

The Data Processing Department supports the Town of Watertown's administrative Information Systems and assists in the implementation of new computer technologies. Located in Town Hall, the Department administers the Town's wide-area Computer Network, which connects Town Hall, Library, Police, Fire, School Business Office, and Public Works buildings. Additional municipal buildings on the wide-area network include the Commanders' Mansion, Senior Center, and John A. Ryan Skating Arena. The Department also operates a network-connected IBM computer which processes Financial Systems, Accounts Payables, Purchasing, Payroll, and Water/Sewer Billing. Other administrative systems, such as Real Estate Tax Billing, Appraisal and Motor Vehicle Billing, are supported by outside vendors or service bureaus.

The Town's Computer Network provides a complete electronic platform for employees to communicate and share documents.

Built on a backbone of high-speed fiber-optic cabling, the system allows for private and secure e-mail among Town departments. A firewall gateway provides secure Internet e-mail and web browsing. Anti-virus software is installed to update network computers automatically from a secure web site.

Improvements implemented during the year include the following: many computers were provided with memory upgrades; some monitors were replaced with 17" flat-panel displays; new network switches were installed in the Town Hall, Police and Fire Departments providing redundant connections and greater bandwidth; remote VPN access was configured allowing employees to access the Town's network over home broadband; new anti-spam software was installed stopping most spam mail from reaching users; a new firewall appliance was installed with enhanced security and management functionality; a new Assessing server was installed providing greater reliability and performance; tracking and computer asset management software was configured; new departmental printers were

connected for color printing and financial reporting; wireless access points were installed in Town Hall for notebook wireless connectivity.

The Town's web site (www.ci.watertown.ma.us) was improved with many new features such as calendaring, notifications, downloadable forms, and webmaster e-mail. A system is in place whereby departments can author web page content and publish to the live web site. Graphics, layouts, navigational techniques and HTML programming service is provided by municipal web site developers. In the future, the web site will offer more advanced features to provide better services.

The Town Hall telephone system was upgraded to provide outgoing calls over a digital T1 line, improving voice quality and lowering costs. The Public Works administration computers were moved to office trailers connected to the network by high-speed fiber optic cabling. The computer systems will then be installed in the new Public Works complex.

Town Attorney

In the year 2003, Kopelman and Paige P.C. continued in its role as Town Attorney for the City known as the Town of Watertown. As in prior years, the Town Attorney provided legal opinions and advice to the Town Manager and various department heads and attended all meetings of the Town Council. As Town Attorney, we provided represented the Town in matters involving appeals of special permits, zoning enforcement actions, and claims brought by contractors and subcontractors related to Town construction projects.

The Town attorney also represented the Town in employment matters involving employee disciplinary actions, by-pass appeals, and claims of unfair labor practices. We provided representation for the Town before various state and federal courts, and administrative agencies including the Civil Service Commission, the Labor Relations Commission, and the Massachusetts Commission Against Discrimination.

As in previous years, we have enjoyed our strong working relationship with the Town and its administration, and we express our gratitude towards the Town Manager and Town Council for their dedication and leadership. We look forward to our continuing relationship with the Town's department heads, employees and boards, and to meeting the goal of providing with effective legal advice and representation to the Watertown in the future.

Respectfully submitted,

Kopelman and Paige, P. C.
Town Attorney

Purchasing Department

The Purchasing Department assists all Town departments in the purchasing process, whether the need is an urgent purchase or planning an upcoming project. All procurements must be consistent with the Massachusetts General Laws and local Ordinances.

Purchasing continues to work together with every department to identify potential areas where procurement and contract administration can be streamlined and more beneficial to the Town of Watertown. This office provides materials and information regarding implementation of purchasing policies, procedures and the laws.

A number of Capital Improvement Projects and purchases were conducted during calendar year 2003. Some projects were specific to a particular department and others were shared with multiple departments. Bids are issued and awarded from the Purchasing Department after working with the individual department personnel familiar with the specifications for the materials or service needed. These projects included the following examples: Designer Selection for New Library, Executive Search Firm for Superintendent of Schools, Emergency One Fire Apparatus ("Pumper Truck"), Emergency Rescue Vehicle (Ambulance), Portable Asphalt Milling/Trenching Machine, Park Improvements, Traffic and Safety Improvements, Sidewalk Repairs, Road Surface Repairs (crack sealing and permanent patch), Landscaping Contracts for Town property, School Custodial Supplies, Voice T1 for Town Hall Offices, Revaluation Program for Real and Personal Property, Copy and Office Machines, and the Sale of Surplus Equipment.

Whenever appropriate and cost effective, the Town participates in Consortiums to purchase larger quantities of items that are also purchased by other municipalities. The benefits to Watertown are seen through improved bid results due to more competitive pricing because of the greater combined volume and vendors that must provide reliable service acceptable to all participants. One example of this type of procurement includes the purchase of food service items for the schools such as milk, bottle juice, canned soda, ice cream treats, bread, and snack products. Other examples are heating fuel, vehicle fuel, and road salt, and vehicles.

Again, the Town took advantage of the Commonwealth of Massachusetts Bidding Awards. Bids that are solicited through the State are made available to municipalities and facilitate the procurement process. These bid results serve as representative market rate information to define specifications for goods and services available and identification of vendors meeting the specifications including prevailing wage requirements and other related details of cost.

Computer equipment, computer software, computer consulting services, vehicle purchase and replacement, public safety supplies, vehicle parts, building maintenance services (HVAC), Training and Educational services are all examples of successful procurements exercised by Watertown use of the State Contracts.

The Town has chosen to emphasize the importance of purchasing office supplies that are environmentally compatible. Procurement of paper goods, envelopes, stationery, copy paper, requires a recycled con-

tent. Toner products are collected and returned to vendors for recycling to minimize the impact on the environment and cost of these products.

The Purchasing Department continues to work with all Watertown departments to improve coordination of procurement projects using uniform bids for multiple departments within the Town for services and materials that can be purchased as blanket contracts available for all. Services such as building and equipment maintenance, supplies, and technical expertise are important to continuing uninterrupted and consistent operations in all Town departments. This Department appreciates the challenges facing the Town to produce the most cost effective and beneficial results for Watertown. It is important that we work together with other departments to achieve the most valuable and satisfactory results from the purchasing process.

Health Department

The Health Department staff consists of one full-time Director, one full-time Chief Environmental Health Officer, two full-time Sanitarians, one full-time Head Clerk, one full-time Public Health Nurse, one full-time Animal Control Officer, one part time Veterinarian and one part-time Consulting Nurse.

The Board of Health consists of three members that are appointed for three-year terms by the Town Manager.

Environmental Health

The Health Department conducts numerous inspections throughout the year according to state mandates. These inspections include food establishments, housing investigations, body art establishments, indoor air quality at skating rinks, tanning establishments, swimming pools and whirlpools, group homes and motels. The Health Department also conducts hazardous materials inspections following a Watertown regulation and monitors the installation and maintenance of grease traps in food establishments.

Environmental Inspections:

Food Establishments	655
Housing	146
Swimming Pool/Whirlpool	153
Miscellaneous	349
Hazardous Materials	176
Total	1479

Another portion of the Health Department's work includes complaint investigation, including the following areas: rubbish and garbage, dust, odors, noises, rodents, hazardous waste incidents, food establishments, food-borne illnesses, nuisances, tobacco, wildlife, problem animals, and miscellaneous topics. On occasion, the Health Department must hold an administrative or public hearing or appear in District Court. Three hundred ninety seven (397) complaints were investigated in 2003.

Some of those complaints involve rubbish and garbage left out on the curb at non-collection times or days. The Health Department distributed over 500 bright green door hangers reminding citizens of how and when to place garbage and rubbish out for collection.

In conjunction with inspectional work, the Health Department issues numerous permits. Before a permit can be issued, the permit holder submits complete and accurate information. The Health Department must verify the information. Also, the Health Department reviews plans for all new and renovated food establishments, facilities with hazardous materials, tanning, body art, massage establishments and Community Development and Planning projects.

Environmental Permits:

Food Establishments	219
Temporary Food Events	239
Swimming Pool/Whirlpool	20
Tanning Establishments/ Body Art Establishments	7
Massage Establishments/ Practitioners	49
Hazardous Material Facilities	176

Watertown residents took household hazardous waste to the Minuteman Regional Household Products Facility in Lexington. Pre-registration at the Health Department was required before any resident could enter the site on one of the eight collection days during the year. Two hundred seventeen (217) households visited the facility in 2003.

Animal Control

The ACO's duties include, but are not limited to, patrolling the town, participation in a rabies/West Nile Virus task force, investigation of vector control and solid waste complaints and the enforcement of all pertinent laws; including Watertown's Animal Control Ordinance. Enforcement includes the issuing of citations (tickets) for non-compliance with this ordinance. Additional responsibilities include responding to all emergency dispatch calls and the prosecution of violators in District Court. The ACO educates the public regarding health and safety concerns involving animals, lectures in school classrooms and on cable television.

As Inspector of Animals the ACO carries out the isolation and quarantine of suspected rabid animals, animals with wounds of unknown origin or animals bitten by sus-

pected or confirmed rabid animals. These findings are reported to the Massachusetts Bureau of Animal Health. Isolation and quarantine cases are often done in cooperation with Watertown veterinarian Thomas Cusick DVM.

The ACO is also required to be a licensed Pest Control Applicator. This license is used for the Mosquito Control Program, for rodent control issues within the municipality, for the monitoring of demolition on construction sites and for oversight of pest control companies doing business within the town. The ACO also visits the schools and numerous municipal departments to provide ongoing forums on animal care and pest control management. In early 2003 the Chief Environmental Health Officer (CEHO), with assistance from the ACO, developed an animal control manual for use by the Health Department, the Watertown Police Department and the Department of Public Works.

Rabies Clinic

The rabies clinics are held annually with Thomas Cusick DVM participating. Dogs and cats are vaccinated for rabies the first Saturday in April each year at the Watertown Administration Building. This past year a total of 40 animals received rabies vaccinations at the clinic.

Mosquito Control

The Board of Health worked in conjunction with the East Middlesex Mosquito Control Commission (EMMCP) in planning larvicide, adulticide and surveillance activities throughout the town. In 2003 the threat of the West Nile Virus (WNV) continued to impact the State and the Nation. Numerous dead birds tested positive for the Virus and 15 Massachusetts residents, including 1 Watertown resident, contracted WNV. As a result of the West Nile threat the town applied larvicide briquettes to the town's catch basins in order to control the emergence of vector mosquitoes. The Health Department and EMMCP have begun planning for a comprehensive intervention, education and surveillance program for 2004.

In addition the Health Department distributed over 500 bright blue door hangers to

area homes with information about West Nile Virus, removal of standing water serving as breeding areas for mosquitoes, and personal protection from mosquitoes when outdoors.

ANIMAL CONTROL STATISTICS

Citations	49
Fees Collected	\$825.00
Cat Licenses	27
Dog Licenses	16
Court Appearances	4
Animal Hearings Conducted	2
Calls Received	954
Number of Animals Impounded	
Dogs: 27	
Cats: 88	
Wildlife: 48	
Other: 0	
Animals Quarantined	
Dogs: 15	
Cats: 4	
Animals Submitted for WNV Testing: 2	
Positives: 2	
Animals Submitted for Rabies Testing: 5	
Positives: 4	

COMMUNITY HEALTH

Nursing

Bioterrorism and Emergency Preparedness are in the forefront for the local, State and Federal public health system. The Public Health Nurse, in conjunction with the Health Director and the Sanitarians, have been involved in bioterrorism/disaster planning with town departments and community stakeholders to address this threat. Bioterrorists' use of Anthrax has highlighted the need for bioterrorism preparedness at the local, state and national level. This year the Health Department in conjunction with Mt. Auburn Hospital held training on Pandemic/Bioterrorism planning for Watertown resident physician/nurse volunteers. The Public Health Nurse is part of Massachusetts Department of Public Health Smallpox Planning Group. Increasing effort on disease surveillance and control such as Influenza and SARS (Severe Acute Respiratory Syndrome) paved the steps for Bioterrorism Preparedness and Emergency Preparedness. The Public Health Nurse, in conjunction with the Health Director and a Community Health Intern, attend monthly regional meetings for emergency preparedness planning.

Communicable diseases are reported to State Department of Public Health as required by law. Diseases reported included but not limited to Tuberculosis, Campylobacter, Salmonella, E-coli 0157:H7, Giardia, Pertusis, Hepatitis C, Hepatitis B, Lyme disease. Information collected by the Public Health Nurse is used to control and prevent disease. Providing treatment or immunization the contacts and follow-up of the patients are vital steps for disease surveillance and control. Hepatitis B immunization for school age children continues as a yearly initiative. Mantoux testing for high-risk individuals and tuberculosis contacts is done routinely.

Over 1,100 people received influenza vaccinations through Board of Health sponsored clinics for seniors and residents with chronic illness. Twenty-five homebound elderly and disabled residents received flu shots by home visits from the Public Health Nurse. Fifty-five Pneumococcal vaccines were given for those who are high risk for Pneumonia. This year because of State budget cuts, there were fewer doses of flu vaccine purchased by the state. As a result fewer citizens were vaccinated.

The Health Department served as a vaccine depot for local health providers. The Health Department manages the vaccines received from the State Department of Public Health and distributes to 15 Watertown Health Care Providers.

The Health Department assists citizens who need help resolving public health/medical issues. The nurse refers citizens/patients to appropriate agencies when required. Additional duties include investigation, reporting and follow-up of suspected elder and child abuse cases, assisting in the preparation of community health grants, and participation on a rabies and West Nile Virus response team. The Health Department's interdepartmental task force continues to address the needs of citizens in crisis. The task force, with members from the Police, Fire and Health Department, Council on Aging, Food Pantry, Veterans Office, and Housing Authority, Center for Mental, and the Health, Mt. Auburn Hospital Social Services Department continued to collaborate in 2003 to provide

improved services for Watertown citizens.

Seminars sponsored by the nurse include, but are not limited to, health care access training for school nurses, and other professionals on insurance programs available through the state and federal government, The Elder Asthma Initiative and vaccine insurances for providers. The nurse continues to teach a class on Public Health and Public Health Nursing for Boston College nursing students, twice a year. Boston College nursing students intern at the Health Department for one day a week for six weeks, twice a year. Meetings held by the Watertown Youth Coalition and the Community Health Network Area (CHNA) were attended.

Tobacco Control

Due to statewide budget cuts, the funding available for this program has been eliminated.

In 2003 the Health Department continued to monitor establishments for compliance with Watertown's "Youth Access to Tobacco Products Regulations". These compliance checks revealed that the vast majority of permitted establishments are complying with this regulation. The Health Department will pursue alternative sources for funding.

Tobacco Control Statistics

Compliance checks (Rounds)	2
Total establishments checked	72
Rate of Illegal sales to youth	.2%
Number of individuals referred to cessation programs (Approx.)	21
Number individuals receiving cessation materials (Approx.)	14

TOTAL MONEY RECEIVED FOR 2003

January	\$ 5052.00
February	\$ 1090.00
March	\$ 776.00
April	\$ 3730.00
May	\$ 5549.00
June	\$ 1613.00
July	\$ 2669.57
August	\$ 1562.00
September	\$ 0.00
October	\$ 4236.00
November	\$ 4294.00
December	\$13003.00
2003 TOTAL	\$43574.57

TOTAL PERMITS ISSUED FOR 2003

Food Service	159
Retail Food	53
Caterers	5
One Day Catering	239
Swimming Pools/Whirlpools	20
Massage Practitioners	33
Massage Establishments	14
Mobil Foodservice	7
Funeral Directors	16
Rabies Clinic	40
Bakery	2
Group Homes	8
Tanning	6
Motel	1
Tobacco	43
Hazardous Material Facility	161
Body Art Establishment	1
Body Art Practitioners	3

Council On Aging

In This Together

Overwhelmed at times with the care of her brother, Mary welcomed the opportunity to watch the six part video series on care-giving issues and to talk with staff afterwards. Participation in these sessions was open to seniors and their families who face the daunting task of assisting a loved one while trying to maintain their own health and quality of life. This 2003 program provided information and support at a critical time in people's lives.

The Senior Center collaborated with the Police Department in sponsoring a six-week training class on personal safety taught by Watertown police officers. Twenty-five seniors took part in this comprehensive program focused on hands-on safety awareness training, as well as education and situational vignettes.

A large group of seventy-five people came to a morning workshop on remaining independent at home. Speakers from H.O.M.E. (Homeowner Options for Massachusetts Elders), Boston College Legal Services and the Watertown Savings Bank offered strategies for aging in place that included estate planning, budgeting and legal decisions.

Other lecture offerings this year that are part of our on-going Wednesday events included nutrition, acupuncture, Social Security, financial planning and living with arthritis. During the summer, in conjunction with AARP, we held an eight-hour class on driving skills for seniors. The MBTA (Massachusetts Bay Transportation Authority) held a special session for seniors applying for discount cards. The Watertown Police Department helped us by



Practicing Tai Chi postures to improve balance



Meeting friends at the Watertown Senior Center

offering the use of their photo equipment. The COA (Council on Aging) /Senior Center offers programs and services designed to serve the diverse senior community and their families. On-going classes and activities at the Senior Center include three weekly exercise classes, tai chi, yoga, line dancing and weight watching. Art and computer instruction is offered and monthly trips and seasonal parties provide opportunities for socializing with friends. Recreational weekly events include bridge, whist, cribbage, bingo and movies. Each month we hold blood pressure, dental and hearing screenings. Books and magazines are available for the taking and the coffee pot is always on for those who drop by. Medical insurance counseling and seasonal income tax assistance is available.

Knowledgeable staff, by person or on the phone, as well as on the Town web site and through E-mail provides information and referral on a range of senior interests and concerns.

The COA caseworker provides support and advocacy for Watertown seniors and family members and is often the only consistent contact when individuals have outlived family and friends. The Senior Shuttle transports seniors to local supermarkets twice weekly and medical transportation is available through a vendor company. The department provides administrative oversight for the Watertown Food Pantry, which supplies food for Watertown resi-

dents in need, as well as information about help that is available through other sources. The Pantry caseload continues to increase, as the economy has not significantly improved.

All of the Senior Center activity lists were updated this year, thanks to a property tax work-off participant. Other qualified seniors worked in the library, school department and the assessor's office. This program allows seniors to earn money towards their real estate taxes.

Pat Gold assumed the role of Chairperson of the COA Board when Betty Finnell returned to a position as a Board member. Dorothy Fleming has continued as Vice-Chairperson. Board and staff continue to work to assure that dynamic programs and services are available to meet the needs and interests of Watertown's older adults.



Enjoying the view on a Senior Center day trip

Recreation

ORGANIZATION

The function of the Watertown Recreation Department is to provide a year round recreation program for the citizens of Watertown. It is the goal of this department that all citizens have the opportunity to enjoy their leisure time with enjoyable activities in a safe environment.

The Director and Head Clerk are the only full-time employees of the department. Part-time and seasonal employees are hired to instruct and supervise the various programs of the department during the year. The year 2003 saw the retirement of Anne Crimmins after over 42 years of faithful and dedicated service to the citizens of the town and to the Watertown Recreation Department.

NEW DEPARTMENT INITIATIVES AND EXPANSIONS

During FY2003 the Recreation Department, the Department of Community Development and D.P.W. worked on the following Capital Improvement Projects. The tot-lots at Victory Field, P.F.C. Richard S. Moxley Playground, Corporal Richard O'Connell Playground and Saltonstall Park were all renovated with new play equipment and rubberized safety surfaces. These Projects were nearly completed during the 2003 calendar year. The final touches and inspection will be done in early 2004.

Another major addition to the Town's Park System was the construction of the Skate Park on one of the basketball courts at the Arsenal Park. The park marked the culmination of many hours of planning sessions by a dedicated Skate Park Committee, Town Councilor Mark Sideris and former Town Councilor Alex Liazos played major roles in moving the park forward. A group of 30 volunteers constructed the park on Saturday, November 29, 2003. The Recreation Department would like to thank each and every one of them for their efforts.

The Recreation Department expanded its summer program by offering an All Sports Clinic at the Hosmer School and the O'Connell Playground for an additional week. John Papas supervised this program

and his staff made up of high school and college coaches. This program offered over 300 youngsters the opportunity to participate in a wide variety of sports activities. Our Pre-K Sports Program was also expanded with sessions in the spring, summer and fall. This summer's session was a combination of sports, arts & crafts, and thanks to the Watertown Library, story telling.

This department continues to attempt to make more of the citizens aware of one of the town's most valuable assets, Arsenal Park. Our Pre-K Sports Program was held at the Arsenal Park. Working with the Watertown Youth Soccer Director, we scheduled many of their 6 versus 6 soccer games at the park. Working with the Watertown Police Department, a Street Hockey Program for middle school age youngsters was conducted at Arsenal Park. By having our Adult Tennis Lessons and a portion of our Summer Youth Basketball Program at Arsenal Park, we have exposed this facility to hundreds of the town's citizens.

The Recreation Department expanded its Middle School Age Friday Night Drop-In Gym Program to include 5th Graders, and also extended the number of weeks of the program. This program is held at the Palladino Gym at the Watertown Middle School.

2003 PROGRAMMING

WINTER

With the arrival of winter comes a wide range of Basketball Programs for the citizens of the town. Kids Crafts, an arts & crafts program for 2 to 4 year-olds was held once again at the Watertown Boys & Girls' Club. Also this winter the recreation department expanded its Pre-K Sports Program to include a winter session. This program that included soccer and "T" ball was also held in middle of the day at the Boys & Girls' Club. The department's Elementary After-School Basketball Program held practices at the Cuniff and Hosmer Schools during the week. The games were played at the Middle School on Saturdays. The Middle School phase of the program includes a Sunday Afternoon In-

Town League. At the Kelley Gym at Watertown High School, on Sunday evenings, we had an Over 35 Basketball Program. A Sunday morning Adult Drop-In Basketball Program was once again run at the Middle School this winter. Baton Classes for youngster were held at the Cuniff School on Tuesday evenings. The Watertown Recreation Department in conjunction with its counterpart in Belmont conducted various programs for our Special Needs population. Programming for the special citizens of the town, included bowling, basketball, swimming, Friday night socials and floor hockey.

SPRING

During the spring, the department conducted a wide range of programs for the citizens of Watertown. Spring Programs included Pre-K Sports, "T" Ball for youngsters in grades K and 1 and Ragball for children in grades 2, 3, 4 and 5. Baton Classes were held at the Cuniff School for children ages 3 to 16. This program culminated with a recital at the Watertown Middle School and participation in the annual Memorial Day Parade. The M. John Moxley Track Program was again held at Victory Field for children in grades 4 and 5. Adult Lessons for tennis were also conducted this past year. During the spring the department continued its programming for the special citizens of the town. The department also issued permits for use of the town's playing fields.

SUMMER

The department conducted a Summer Playground Program at the Arsenal, Bemis, Casey, Filippello and Victory Field Parks. The activities on the playgrounds included arts & crafts, baseball, basketball, tennis, track & field, softball, ragball, whiffleball and more. Playground Field Trips were taken to various locations in Greater Boston. There were 3 two-week sessions of classes this past summer. Tennis Lessons were given at the Mary Williams Tennis Courts at Victory Field.

This summer the department hosted a Special Olympic Softball Tournament. The "Woody Fund" sponsored the tournament and teams from as far away as Worcester enjoyed a day of softball and a cookout at

the O'Connell Playground.

For the 34th year Pequossette Summer Recreation Program was an intricate part of this summer activities for the youth of Watertown. The camp runs 4 two-week sessions for youngsters 4 to 13. On average there were 200 camper at each session. The daily activities include music, arts & crafts, playground games, sports, ping pong, foosball and gym play. The youngsters also went to the M.D.C. Pool to swim, to Arsenal Park for a cookout and other varied field trips. There were camp sleepovers for the older children; one of which was held on the grounds of the Lowell School. Family Nights and Talent Shows also added to summer entertainment of many of the town's residents. The department owes a special thanks to the Watertown School Committee for its support of the Pequossette Summer Recreation Program.

Summer Basketball Leagues were run for children and adults at many of the town's courts. The youth portion of the program included both instruction and games, while the adult leagues produced many highly competitive contests. Hundreds of people participated in the program as players and/or spectators.

FALL

Flag-tag football, soccer, mini-basketball and field hockey programs were offered the elementary school students this past fall. Drop-In Gym Programs were held at the Watertown Middle School on Tuesday, Thursdays and Friday evenings for the students in grades 6 through 12, and also adults. A Pre-K Sports Program was continued as part of our fall programming. This program introduced 4 and 5 year-old children to "T" ball and soccer. Programs for our Special Needs Population were also conducted during this time of year. The activities included social, field trips and many sports.

REVENUES AND OTHER ACTIVITIES

Revenues form programs and other sources totaled over \$140,000.00 This money was used to fund many of the department's programs.



The department worked with many groups and individuals to arrange for field use through the town during FY 2003. Over 1800 park permits were issued to groups such as Watertown Youth Soccer, Watertown Youth Baseball, Watertown Babe Ruth Baseball, Watertown Pop Warner Football, Watertown Senior Babe Ruth Baseball, the Watertown School Department, Watertown Men's Softball League and Watertown Inter-city Team and a new entry in an over 40 team. Permits were also issued to many church groups, scout groups, civic organizations, businesses and residents so they could schedule activities on the town's parks. The department also issued hundreds of permits for picnics and parties at Arsenal and Filippello Park, as many people enjoy the beautiful grounds of these two parks.

The Watertown Recreation Department would like to thank all the Town Departments for their assistance over the past year. Without their help and that of many of our fine citizens, we would not be able to provide the town's people with anything near the programs they deserve. We would also like to thank the Town Council and the Town Manager for their support of the many Capital Projects that have been completed and those in the planning stages. These projects will greatly enhance our town parks and make Watertown a better place to live and play.

Respectfully submitted,
Thomas J. Sullivan
Director of Recreation

Watertown Free Public Library

MISSION

Watertown Free Public Library fulfills the informational, cultural, and recreational needs of the community by providing access to a wide variety of popular and reference materials, resources, services, and programs that extend their personal and intellectual development and that reflect the Town's cultural and ethnic diversity. The staff works to create an environment which welcomes and satisfies the needs of users of all ages and abilities, and works actively to attract new users to the library.

NEW INITIATIVES

The Honorable Town Council voted in August, 2003 to fund the local portion of the cost of renovating and expanding the Main Library. The library was awarded a grant by the Massachusetts Board of Library Commissioners in November, 2002 in the amount of \$2,972,408 for the project. The renovations will double the square footage of the Main Library, making it possible to increase the size of the children's room and to add a local history room and meeting rooms. The Main Library will move its operation to the Phillips School while the construction takes place.

Kerry Healey, Lieutenant Governor of the Commonwealth of Massachusetts, visited the library in December to make the official grant award. Many elected and appointed officials were on hand to hear the Lieutenant Governor's remarks on the importance of public libraries.

In conjunction with five other libraries in the Metrowest region, the Watertown Free Public Library began offering "virtual reference" service via the "24/7 Reference" program. This nation-wide program enables Watertown residents to ask questions and receive answers from librarians across the United States, 24 hours a day and seven days a week, by using Internet "chat" technology. Access is available through the library's web page. In return, members of the Adult Services staff devote two hours each week to answering questions from people throughout the country.

Watertown Free Public Library, as part of

the Minuteman Library Network, implemented a new online catalog in the spring of 2003. The graphical web interface and new and enhanced features have proven very popular with library patrons, who can search and reserve online, check their accounts and renew online, as well.

TRUSTEES

After serving for eight years, Alexandra Quinn chose not to run for Library Trustee. Michael Hanlon, Jr. was elected to the vacant seat. In 2003, the Trustees were very busy coordinating the fundraising effort for the Main Library Renovation.

In appreciation of the many hours donated to the library by volunteers, the Trustees honored them with a Volunteer Appreciation night in June. In 2003 volunteers donated a total of 938 hours.

PERSONNEL

Each year a Staff Day is held for the purpose of staff development and training. The highlights of this year's Staff Day included communication and team-building training plus a discussion of the Main Library design with our architect, Drayton Fair.

One of the most important aspects of providing excellent library service is to be constantly training staff in order to have the most up to date information possible. In 2003, staff attended workshops on the USA Patriot Act, children's literature, readers' advisory, Microsoft Access, Power Point, Word, and Excel. Several staff also attended professional conferences – Massachusetts Library Association Conference, New England Library Association Conference, and the American Library Association Conference. Staff members regularly participate in professional committees and make presentations at conferences.

Personnel changes occurred in the following departments:

Circulation Department:
Madlen Payaslian transferred to the Main Library from the East Branch.
Adult Department:

Lisa Timothy resigned as Supervisor of Adult Services. Kathy Quinlan was hired as her replacement.

Young Adult Department:

Kathy Caple transferred to the Main Library from the East Branch.

Technical Services:

Forrest Mack retired after 37 years of service to the Town. Rita Gavelis was hired as the new Supervisor.

PROGRAMS AND SERVICES

The library continues to provide many popular programs and services for children, young adults, and adults.

The scope of training tutorials for adults on using the Internet was expanded to include training in using the new online catalog, online databases, and other topics that might be of particular interest to individual patrons.

The number of Watertown residents receiving home delivery services increased, and deliveries to local nursing homes continued.

Adult book discussion groups continued, including the semi-monthly adult group, senior book group, poetry group, science fiction group, and Spanish group.

The popular series "PC Tips @ Your Library" was repeated this year.

The library's collections of foreign films on DVD and foreign language learning programs on tape and CD were significantly expanded. Materials in Arabic, Russian, Spanish, Armenian and Portuguese languages, funded by the Massachusetts Board of Library Commissioner's community language grant awarded last year, were purchased and shelved in a special location in the library. Several foreign-language newspapers, including Arabic, Portuguese and Chinese, were also added. Music cassettes were completely withdrawn to accommodate the rapidly-growing collection of music on CDs.

Programs held by the Adult Services department included discussions on the history of the Quabbin Reservoir, the Blizzard of '78, and Roger Thompson's discussion on the

history of Watertown and his most recent book "Divided We Stand : Watertown, Massachusetts 1630-1680".

The Children's Department took many "risks" in programming this year. Some of these include: sharing our "Wild Things" costume with neighboring libraries; participating in a "Community Languages" night and offering a "Meet the Artists @ your library" night for adults and children. The Children's Department offered a story-telling program with "The TaleSpinners" at Perkins School for the Blind. Librarian Hanako Nishida visited several enthusiastic classes at Hosmer School and spoke about Japanese culture. A new playgroup with the Watertown Family Network was formed. Staff created booklists that were shared with local educators.

A local benefactor offered a free book to any Watertown school child who read for 20 hours or more this summer. Children's staff publicized, coordinated and purchased the books for this reading promotion.

The Young Adult Department continues to provide materials and programs for our teen population. Graphic novels and video games are very popular recent additions to the collection. Young Adult librarians work closely with school librarians and teachers in order to support the curriculum and offer booktalks to both teachers and students.

The Project Literacy Department conducted English for Speakers of Other Language (ESOL) classes for adults for 25 weeks of the year. Five classes at five different levels served 120 students from January – May. A once a week daytime class for parents was continued at the Watertown Family Network. In the summer a volunteer taught the group. In October, an additional ESOL evening class began with funding from the Friends of Project Literacy, serving 15 more students. Boston Adult Literacy Fund funded two of the evening ESOL classes and childcare for the students' children through June. Project Literacy received a new two-year grant from Boston Adult Literacy Fund starting September 2003. This grant funds two classes at the beginner level and supports enrichment activities for the stu-

dents. Forty new tutors attended a 15-hour tutor training series offered by the department. Project Literacy collaborates with Bentley College, and in 2003, Bentley students participated as aides in the ESOL classes and speakers from the Bentley Low Tax Income Clinic visited ESOL classes. Eighty volunteer tutors met weekly with students, a 15% increase from the last year. Social Events were held for all Project Literacy participants at the end of the school year, June, and in December as Winter Solstice Party -- 120 attended each.

The East Branch has had the special privilege of hosting a program called "Tempoland". This popular program, begun by a home schooling mother and daughter, features singing and rhythm activities for children on a weekly basis.

FRIENDS OF THE WATERTOWN FREE PUBLIC LIBRARY

The Friends of the Library expanded their support of the Museum Pass Program which enables Watertown residents to visit the area's major museums at no or nominal charge by adding a pass to the Franklin/Stone Zoo. The Friends sponsored many library programs and conducted two very successful book sales.

STATISTICS

Items added to the collection:

Books 9872
Sound Recordings 1876
Videos/DVD's 2312

Total: 14060

Circulation:

Main Library – Adult and Young Adult 236,873
Main Library – Children's 118,700
East Branch 18,141
North Branch 27,777
TOTAL CIRCULATION: 402,491

Reference Questions Answered in person, via telephone, and email:

Adult and Young Adult 13,900
Children's 4789
TOTAL: 18,689
Attendance at Programs:

Department	Number of Programs	
Attendance		
Adult 32	343	
Children's	410	11,239
Young Adult 21	392	
TOTAL: 463	11,974	

Veteran's Services

Again in 2003, the Veterans' Services office saw an increase in veterans applying for enrollment in the Veterans Administration health care system. Due to increased prescription costs, rise in costs of health care plans and the aging of the veteran population more and more veterans relied on the VA to provide their health care.

Thanks to the efforts of Bob Kaprielian and the local A T & T cable television studio, World War Two veteran oral histories continued to be produced, which resulted in half hour broadcasts on the local cable channel. Many favorable comments from Watertown residents were received as citizens heard, most for the first time, true accounts of what it meant to be a service member in World War Two.

Along with interacting with the VA this office continued to assist veterans with earned benefits regarding:

- Financial – determined eligibility for state financial assistance and assisted accordingly, if warranted
- Housing – screened applicants for housing eligibility in Watertown, worked closely with the Watertown Housing Authority
- Employment – assisted veterans in resume development and job search by utilizing the two local Department of Employment and Training offices in Newton and Cambridge, each of which has a designated veteran employment counselor
- Medical – helped in getting veterans enrolled in the VA health care system by assisting with paperwork and driving to VA hospitals if unable to do so
- Social Security – assisted in enrolling in Social Security at age 62 or later if desired; if eligible, assisted with the filing of SSD and SSI claims
- Property Tax – insured that all service-connected disabled veterans were made aware of the fact that they can receive a discount on property taxes
- Education Benefits – worked with eligible veterans in acquiring tuition benefits, if desired, at state colleges, trade schools, etc.
- Bonuses – insured that veterans are enrolled in the various state bonus programs such as programs for 100% service-connected veterans bonus, war bonuses, parents of a killed-in-action service member



Stephen Barmakian addresses the audience at the dedication of "Haig" Barmakian Square, Forest Street... Stephen's brother "Haig" was killed in the Battle Of The Bulge, World War Two

bonus
Events:

January again saw the annual VFW "Veterans' Walk for Homeless Veterans" at the Arsenal Mall which was a great success thanks to the efforts of Commander Joe Caouette, wife Rosemary and their staff. Russell Buchanan, Watertown's 104 year old WW1 and WW2 veteran led the walkers as in past years. Many had a hard time keeping up with Mr. Buchanan. Troop #271 cub scouts and boy scouts visited the Chelsea Soldier's Home and socialized with the residents, bringing a lot of joy to all attending.

April saw local veterans and supporters hold two "Rallies for the Troops" on the Delta in

Watertown Square in support of "Operation Iraqi Freedom.

May brought the town's annual school visitations, planting of flags at local cemeteries with the help of many local veterans and cub scouts from Troop 271, and Memorial Day parade. Thanks to the assistance of many volunteers along with town departments such as Police, Fire and DPW the parade was a success. This year, we saw the dedication of five flagpoles next to the Town Hall, one for each branch of the service. Retired United States Marine, SSG Joseph Cavallaro conceived of this idea and saw the project through.

June saw a very memorable luncheon for Eleutherios "Lefty" Lavrakas at the



Commander Caouette addresses the audience at the Veteran's Day observance...

Taxiarchae Hellenic Center. “Lefty” is a retired Navy Captain and member of the Watertown High School Athletic Hall of Fame.

September brought the second anniversary of one of the most tragic days in American history, September 11, 2001. This office was proud to be a part of Watertown’s observance of this somber occasion. Thanks to the efforts of many groups and individuals, observances were held at the Delta in Watertown Square, fire headquarters and Saltonstall Park.

Additionally, this office set up a table at Watertown’s annual Faire on the Square at Saltonstall Park to provide information for all veterans and dependents. Also in September, this office attended the annual three day veterans’ training Conference put on by the state Department of Veterans’ Services. Always very informative, this event provided local veterans service officers with updates on all state programs along with updates on social security, Medicare, health programs and the like.

November brought the annual Veteran’s Day observance this year held at VFW Post 1105. With Commander Joseph Caouette as master of ceremonies, this moving event provided a forum for speakers including state and local officials and veterans to remember and reflect on veterans past and present and the positive effect they have had on this great nation. Additionally, “Haig” Barmakian Square was dedicated at Forest Street.

The Veterans’ Services office will continue to aid and assist any Watertown veteran and dependent in all aspects of benefits, eligibility and federal, state and local veterans programs. We are proud to be able to do so.



Left to right...Joseph Cavallaro (Marine Corps), Dennis Gill (Air Force), Robert Quinn (Navy), Kay Garvin (Coast Guard), Bernard Becker (marine Corps), Mark Robertson (Army)...dedication of five flagpoles representing the five branches of the military next to the Town Hall...



AMVETS Post #41 members...left to right...Greg ARabian, Sam Zouranjian, Commander Elliot Vanetzian...



VFW Post #1105 and AMVETS Post #41 members...

The John A. Ryan Arena

The John A Ryan Skating Arena successfully completed its thirty-second year of operation. Watertown Youth Hockey provided a thirty-week program for the youth of Watertown. Their program continues to provide a low cost activity to the community through the hard work of the league officers, coaches and players.

In addition to the excitement created by the improvement of the Watertown High School teams, Bentley College qualified for the NCAA/MAAC hockey playoffs. Trinity Catholic and Newton South also call the Arena home. The Arena hosted fourteen playoff games of Massachusetts Interscholastic Athletic Association. This number exceeded the total of any comparable facility in the state.

The planning for the construction of the updates to the Arena continued. These improvements would add much needed locker room space in addition to providing comfort for the patrons watching the action on the ice.

The past improvements to the Arena are still providing great service after three years of operation. The summer of 2003 provided the staff with time to work on the maintenance tasks that need more time and better weather conditions to fix than the busy season allows. These included, painting the entire interior of the Arena, removing all the matting for a good scrub and tightening up some nuts and bolts.

The entire staff would like to thank the Staff at Town Hall for all their help. Thanks also go to Department of Public Works, Watertown Fire and Watertown Police for answering our many calls for assistance in a timely manner.



Department Of Public Works

Innovations

A new water park at Arsenal Park opened in the summer of 2002, providing refreshment and family recreation. Like its counterpart at Filippello Park, the Arsenal park water park is operational from Memorial Day until Labor Day.

In September 2002, the Department initiated a pilot program for the year round drop off of computers monitors and televisions at the recycling center. The program was an instant success, increasing the volume of CRTs diverted from the waste stream while increasing convenience for the residents.

Long awaited renovations on the Public Works facility on Orchard Street began in April 2003. In conjunction with the renovations, the old incinerator building which remained on the site of the Recycling Center was demolished.

The Department formalized its water quality services program by naming Paul Farrell as the Water Quality Foreman. Water quality encompasses drinking water quality, water meter reading, resolution of billing questions, outfall testing, smoke testing, backflow prevention and cross connection survey.

Public Works also welcomed Tom Iodice into our Parks Division, David Donnelly into the Forestry Division, Chris Hamner into the Sewer Division, Kevin Lessard into the Highway Division and Bobby D'Agostino into Central Motors.

The Department purchased a new engineering copier to facilitate reproduction of plans and drawings for members of the public researching a large variety of information.

Also in the interest of research, the Department undertook a program of microfilming cemetery records and certain engineering records. The scanning was supplemented by the design of new computer programs to record and access stored information. The project makes the information more easily accessible to the public, more user friendly for the staff, saves space and preserves valuable historical records.

In July 2002, the new Life Line discount was initiated for qualifying water customers. The discount is now available for low income seniors who receive a 17D or 41 C real estate exemption and live in the property or for low income residents who receive fuel assistance.

Sales of Town capacity at the incinerator in North Andover reached a whopping 1597.75 tons for a total income of \$ 115,836.88.

DEPARTMENTALOVERVIEW

Administration

The office staff handles public relations and information, permits, departmental payroll, purchasing, invoicing, accounting, water and sewer billing, commercial trash collection billing, cemetery records, funding issues surrounding all construction contracts and interface with state and federal agencies. Administrative staff also maintains communications with the Town's contractor providing residential trash removal, and handles public relations, data collection and analysis, and State reporting requirements regarding trash collection and recycling.

Cemetery

The Cemetery division is responsible for maintenance of over thirty acres of cemetery at three separate locations, sale of grave plots, preparation of graves, oversight of funerals at Town cemeteries.

In FY2003, the division handled 125 interments and 15 cremations. Thirty-four graves were sold for immediate use. Seventy monuments were installed and 20 flush markers were placed, exclusive of veteran's markers. The Common Street Cemetery received one cremation.

Central Motors

The staff maintains and repairs vehicles for nine divisions, Town inspectors and administrative vehicles. Vehicles range from light pick up trucks to heavy dump trucks and related construction equipment.

During FY2003, the Department purchased an asphalt reclaimer ("Asphalt

Zipper") which assists dramatically in the process of roadway repairs. Other purchases which replaced existing equipment were a new street sweeper, a pick up truck for a supervisor and two S-10 trucks for use by the Highway Division.

Forestry

The Forestry division handles the pruning and maintenance of our urban forest. In FY2003, the division took down 74 trees, 16 of which were takedowns necessitated by storm damage and 3 necessitated by accidents. Over 250 trees were trimmed.

Highway

The Highway division is responsible for maintenance and repair of approximately 72 miles of Town roadway and 144 miles of Town sidewalk, maintenance and repair of paved areas abutting or contained within Town facilities, review and issuance of relevant permits.

In FY2003, staff of the Highway Division repaired 28 sidewalk locations, placed permanent patch at 54 locations, installed over 250 yards of loam for planting strips town side, overlaid Bemis Street from Waverley Avenue to Westminster Road, and placed 356 tons of mix for pothole repair. Staff also performed extensive preparation work in support of the renovation work taking place at the DPW.

Parks

The Parks division handles all maintenance needs at 88 acres of Town grounds, parks and recreational facilities configured in 12 baseball fields, seven soccer fields, one field hockey field, one football field and two water parks, including picnic tables, cook-out grills and public rest rooms. The division interfaces with all groups using facilities, and accordingly marks playing grounds for all baseball, football, field hockey and soccer games played by high school, recreation dept. and youth groups in spring and fall.

The division uses the services of outside contractors to assist in parks maintenance and turf maintenance.

The Department was again fortunate to have the assistance of students in the sum-

mer of 2002. Students worked in the areas of parks, cemeteries, forestry and highway. In a seemingly short period of time, the students accomplished a great deal of work.

Water, Sewer and Drain

In FY2003, the staff performed 108 water renewals, repaired 52 water leaks, 5 water main breaks, replaced 22 fire hydrants, inspected or repaired 99 fire hydrants following inspection by the Fire Department, repaired 10 sewer lines, 2 storm drains, rebuilt 27 catch basins, responded to 186 house line sewer back ups and 90 main line sewer back ups.

Staff also performed the annual six week program of hydrant and water main flushing, conducted weekly drinking water quality sampling in conjunction with the MWRA, marked, inspected and sampled river outfalls for quality of river water,

In July 2002, the Department assisted the City of Waltham in responding to a spill of hazardous materials at Hardy Pond by deploying trained staff and our specialized Spill Response truck to work on site in conjunction with Waltham's staff.

Engineering

During FY2003, contracts were bid for replacement and remodeling of catch basins and manholes, permanent street patching and two contracts were bid for sidewalk repairs.

Over ninety requests for engineering information were researched and completed.

Site Review Process

Department staff conducted plan reviews, inspections, and meetings with project proponents for twelve major construction projects within the Town.

Contract Work

Contractors performed roadway reclamation on Harnden Avenue, Hardy Avenue, Highland Avenue, Coolidge Hill Road and Perry Street, and grind and overlay of Sycamore Street and selected roadways within Ridgelawn Cemetery. Over \$200,000 of sidewalk repairs were also performed under contract.

Specifications were also developed for installation of an irrigation system at Casey Playground.

Snow and Ice

The staff also met our standard of excellence for snow removal for the blizzard of February 2003 and received over \$ 100,000 in emergency assistance reimbursements from the Federal Emergency Management Agency (FEMA).

Police Department

BUREAU OF ADMINISTRATIVE SERVICES

In 2003, the Police department continued to apply for and was granted several State and Federal Grants. In 2002, the Police Department was among a select few departments in Massachusetts to receive the Office of Community Policing Services U.S. Department of Justice "Cops In School" grant. In 2003, this grant provided our department funding for two full time police officers. These School Resource Officers (SRO) devote all of their time to working in the schools building relationships with students and faculty. The goal is to reduce crime, bullying, recidivism and to continuously build upon a positive relationships developed with the students.

The Police Department received a grant from the Commonwealth of Massachusetts to continue implementation of the Community Policing program. These funds allow for a myriad of activities to bring the citizens of Watertown and the Police Department together for improving the quality of life and combating crime. This grant is also providing funding for our membership in the North Eastern Middlesex Law Enforcement Council (N.E.M.L.E.C.) This is a regional task force which provides a number of support services to combat criminal activities and domestic or foreign terrorism. Our department provides support personnel for N.E.M.L.E.C.'s Rapid Response Team (RRT), Swat, Dispatch, Motorcycle Unit, Computer Investigation. The Department also received a 2003 State and Federal bullet proof vest grant, which allowed the much needed replacement of vest older than 5 years.

In 2003, the Police Department completed expenditures authorized under the Bureau of Justice Block Grant it received in 2001. The department purchased communication, radio, traffic enforcement, and other related equipment. The department purchased rifles and handguns as well. The Watertown Police Web Page and other community policing initiatives were also funded. In 2003, the department was awarded its eighth consecutive Bureau of Justice Block Grant. As in the case of the

previous grants, this grant will provide spending for a variety of products and services that will enhance delivery of police services for the citizens of Watertown.

During 2003, the Police Department continued to fund its highly acclaimed and successful Cops & Kids program at the middle school. The Department conducted its 15th & 16th Citizen Police Academies, four R.A.D. (Rape Aggression Defense) programs and was instrumental in the continued operation of several programs conducted at the Fitness Gym at the Watertown High School.

On June 12, 2003 the Watertown Police Department achieve full accreditation by the Massachusetts Police Accreditation Commission. Our department became the only third police department in Massachusetts to acquire both accreditation and certification.

In 2003, The Watertown Police Department continued a joint Federal & State grant to upgrade our crime reporting system. This grant provided the computer equipment and software necessary for this task and was completed by mid-year 2003. The department now reports its crime statistics to state and federal agencies via the National Incident-Based Reporting System. (NIBRS)

The old UCR (Uniform Crime Reporting) Program collects offense information on the eight Part I crimes of homicide, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. It provided limited information about offenses, victims and offenders, and includes reported arrests for 21 additional crime categories. Under NIBRS, law enforcement authorities provide information to the FBI on each criminal incident involving 46 specific offenses, including the 8 Part I crimes, that occur in our jurisdiction. Details about each incident include information about multiple victims and offenders. Arrest information on the 46 offenses plus 11 lesser offenses is also provided in NIBRS.

DETECTIVE DIVISION

The Detective Division is comprised of the Investigative Unit, Licensing Unit, Juvenile Unit, Domestic Violence Unit, Drug Unit and the Prosecutor's Unit. Members of the division investigated numerous crimes, initiated investigations, inspected licensed premises and were involved in programs for juveniles, the elderly, the business community and the general public.

As a result of a continued Federal Accountability Incentive Block Grant (JAIBG) the Watertown Police Department is continuing the Juvenile Encounter Team program (J.E.T.). The J.E.T. program will run from September 1, 2003 until June 31, 2004. (extended to conform to Commonwealth's Fiscal Year Cycle).

The J.E.T. program is a cooperative effort between the Waltham Probation Department, Middlesex DA's office and the Watertown Police Department. This program, which is directed by Detective Sergeant William Logue, funds the joint weekend night patrols of a team consisting of a police officer and probation officer. The team attempts to locate, field interview and counsel youths who have been identified as "at-risk" or youths that are currently on probation. This team patrol approach has proved effective at lowering the number of youths who re-commit criminal offences. Two probation officers and 12 police officers are assigned to the program.

The Domestic Violence Unit was established in 1992 and investigates over 200 cases a year. Det. Joseph Kelly was appointed as the Domestic Violence Officer in June of 2002. In addition, the unit provides legal advice, support and assistance to other agencies, with the emphasis being placed on the safety of the victim and prosecution of the abuser.

This department is a member of the Suburban Middlesex County Drug Task Force (SMCDTF) which was formed in 1996 and consists of officers from nine area police departments. The division currently has one detective assigned to this task force. In the year of 2003 the SMCDTF has conducted thirty-two (32) investigations. These investigations resulted in the arrest of thirty-five (35) persons and the following

seizures. Drugs: Cocaine – 1,663 grams, Marijuana –26 pounds, Heroin – 22 bags, Ecstasy – 564 tablets, Lipotor pills – 2000 pills, Oxycontin-159 pills, Valium- 2 pills, Special K -2 vials. Weapons: 0. Other: Assets: Vehicles -1, US Currency - \$50,800, and three computers. In June of this year, this unit was decentralized. The unit is currently operating under this decentralization model .

The Prosecutor's Unit continued to work effectively with the Middlesex County District Attorney's Office. The Prosecutor's Unit handled over 988 cases in the year 2003.

The Detective Division has continued to work closely with other area departments, including Federal agencies in the area of drugs, gaming, organized crime, sexual assault, financial crimes and firearms. Our Detectives attend monthly detective meetings where they exchange information with area detectives. They attend the Greater Boston Detective's meeting which is held monthly at Brookline Police Department and the NEMLEC Detective's Meeting which is held at the Stoneham Country Club. These meetings have provided us with valuable information on criminal activity in our area and also have enabled us

to establish relationships with detectives and agents from various departments. Throughout the year there was a continued effort to scrutinize reported crimes. This strategy revealed that many crimes that were reported were unfounded or false and that many employees committed reported commercial larcenies.

In addition to their normal duties the division also conducted alcohol-related sweeps aimed at curtailing teenage involvement in such activity. Package stores, clubs, and restaurants were monitored and youths questioned as to proper identification. The success of these operations is a result of the educational efforts of this division directed towards the liquor establishments and the strong enforcement action by the Watertown Licensing Board. The division also participated in teaching several classes at the Watertown Citizen Police Academy.

PERSONNEL CHANGES

The Detective Division had some personnel changes during 2003. Detectives Robert Corrazzini and Peter Seminara announced their retirement and retired in February of 2003. This created two openings in the detective division. These positions were filled in December in anticipation of the

two retirements. Det. Arthur Coffey was transferred from his detective clerk's position to the prosecutors division. Det. Kathleen Campbell was assigned as the new detective clerk and Det. David MacNeil was assigned as the new general investigator. Sgt. Robert Eldredge, who was assigned to the Prosecutor's division retired in April of 2003. Sgt. Edward Kasabian was assigned as the new Sergeant in the Prosecutor's Unit at this time.

LICENSING UNIT

In order to encourage cooperation between the Licensees of the City and the Police Department, with the intent to detect possible violations of the laws and regulations governing licenses, members of this unit conducted inspections of various licensed establishments during both day and night time hours. Any irregularities observed during these inspections were investigated and appropriate action taken whenever deemed necessary.

During 2003, complaints filed with the Watertown Licensing Board resulted in the following actions being taken: The suspension of three (3) licenses for alcohol establishments for a total of nine (9) days. In addition, several licensed establishments,

LICENSE APPLICATIONS 2003

APPLICATIONS:	Processed	Approved	Denied	Susp/Rev
Firearm Applications				
License to Carry - CL A	107	111		
License to Carry - CL B	11	11		
FID CL C	45	42		
FID CL D	13	14		
Alien Permit - FID	2	2		
TOTAL	178	180	0	0
Alcohol Applications Special				
One Day Permits	261	261		
Sunday Closings	2	2		
Special Closing Hours	25	25		
TOTAL	288	288	0	0

Other Applications				
Auctioneers Special	9	9		
Block Party	4	4		
Constable	2	3		
Entertainment	2	2		
Fair/Carnival	4	4		
Hackney Carriage	27	27		
Hackney Driver	59	59		
Outdoor Concert	3	3		
Peddler	4	4		
Raffle & Bazaar	19	17		
Road Race/Walk-A-Thon	4	4		
Solicitor	1	1		
Tag Day	2	2		
TOTAL	140	139	0	0

Misc. Licensing Investigations
And or Requests for Service: 148 (January through June)

The following licensed establishments served suspensions during the year of 2003:

21 Nickels
Donohue's
Shooters Bar & Grill d/b/a Innerlimits

including both alcohol and auto repair,
were issued written warnings.

JUVENILE UNIT

During the year 2003, this department had official contact with 238 juveniles, 159 males and 79 females, for various incidents, with 23 arrested and 30 juveniles summonsed.

Det. David Collins has been the department's juvenile detective since 2001. The Juvenile Detective's responsibilities include conducting investigations involving Juveniles and working with Juvenile Probation and the Department of Social Services. Working as a member of the Juvenile Encounter Team (JET) which provides a positive working relationship between the police, probation and the court system. This program is designed to meet at risk juveniles in their home, school or hangouts with the intent to give guidance, direction and encouragement. The Juvenile officer also attends monthly meetings of the Community Based Justice (CBJ) which is a group meeting sponsored by the Middlesex County District Attorney's Office, school officials and Police Officers. The purpose of these meetings is to share information involving juveniles who are in violation of

the law, probation (including CHINS) or school rules that may effect themselves or others within the system.

In the year 2002, we had the addition of two School Resource Officers (SRO's) to our department. Officer Lloyd Burke was assigned to the Middle School and Officer James O'Connor was assigned to the High School. These new positions have greatly reduced the workload of the Juvenile Officer. These Officers work in conjunction with the juvenile officer on issues regarding juveniles. These officers continue to work together on numerous cases in the school and the results of this program have been extremely positive. The SRO's have become a tremendous resource to the Detective Division with their assistance in a variety of incidents and cases involving students.

DOMESTIC VIOLENCE UNIT

Detective Joseph Kelly was assigned as the Domestic Violence Officer in June of 2002. This department investigated over two hundred ninety (290) domestic related incidents, which resulted in the arrest of seventy-five (75) individuals and also responded to approximately two-hundred ninety fami-

ly disturbance calls. This department also received and processed approximately two hundred (200) restraining orders during this year.

Detective Kelly monitors all domestic related incidents and conducts follow-ups and contacts victims and defendants when necessary. Det. Kelly also attends round-table discussions at Waltham District Court on a monthly basis. These meetings are with representatives from the District Attorneys Office, victim-witness advocates and domestic violence officers from surrounding cities and towns. Det. Kelly also publishes a domestic "Hot Spots" list in the Police department's weekly bulletin, which keeps patrol and supervisory officers updated with current domestic related issues in the Town.

INVESTIGATIONS

In January, Det. Collins worked with UPS security, Chelsea Police and Boston College Police in recovering over \$300,000 worth of stolen property from the UPS facility in



Watertown. A driver from the company was charged with receiving stolen property.

In February, Det. Munger and Det. Collins investigated a fire at Viacam on Pleasant St.

Their investigation resulted in the arrest of an employee for setting the fire. In February, Det. MacNeil investigated the rash of stolen pocketbooks that were occurring at the Perkins School for the Blind.

As a result of this investigation, Det. MacNeil was able to identify two of the suspects who were ultimately arrested and charged with these crimes.

Also in February, Det. MacNeil and Det. Collins worked with Officer O'Connor on the stabbing incident following the Watertown High School basketball game. A suspect was identified and arrested for this incident.

In March, Det. Munger investigated a rape that occurred on Prentiss St. As a result of this investigation a suspect was identified and a warrant issued for his arrest. Suspect was later arrested on the warrant.

In April, Det. Kelly investigated a Breaking and Entering and Larceny of prescription medications while an elderly resident was home. Det. Kelly and Det. MacNeil followed this up and identified and arrested a suspect later this same day.

In May, James Pallone was found guilty of Home Contractor Fraud and placed on four years probation. This was a result of an investigation conducted by Det. Kelly and the Attorney Generals Office.

In June, Det. Kelly and Det. MacNeil investigated a reported Carjacking on Church and Summer St. This investigation resulted in the victim admitting the incident was not true and him being charged with a false police report.

In February, Det. St. Onge concluded a drug investigation at New England Tune and Lube on Main St. The owner of this business was selling drugs out of the business. A search warrant was executed and the owner was arrested. In June, the Watertown Licensing Board revoked the auto repair license from New England Tune and Lube.

SPECIALIZED DETECTIVE TRAINING

Det. Collins was assigned to the NEMLEC Computer Crime Unit for three months, September to early December. Det. Collins received specialized training in computer crimes and conducted numerous computer investigations while assigned to this unit.

COMMUNITY RELATIONS AND STAFF DEVELOPMENT DIVISION

ACCREDITATION

On April 8th & 9th, 2003, the Massachusetts Police Accreditation Commission sent a team of accreditation assessors to the Watertown Police Department to conduct an assessment of the Watertown Police Department. The assessment team examined the Department's written policies and procedures, inspected training records and files, interviewed employees and inspected the agency's facility and equipment. The assessment team recommended to the Accreditation Commission that the Watertown Police Department be granted Accreditation.

On June 12th, 2003 Chief Deveau sat before the Massachusetts Police Accreditation Commission Executive board and the board voted unanimously to grant the Watertown Police Department accreditation status. The Watertown Police Department was only the twelfth police department in the state of Massachusetts to be granted this prestigious award which is in effect for a three-year period. The Watertown Police Department was also only the third agency in the state to be granted both Accreditation and Certification. The Watertown Police Department had been working toward accreditation for approximately fifteen years.

In October 2003, the Executive Office of Public Safety disbanded the Massachusetts Police Accreditation Commission due to the lack of state funds and the low number of agencies that have been able to reach accreditation status. Efforts are presently being made by the Massachusetts Chiefs of Police Association and similar agencies to privatize the Accreditation Commission. This is expected to take place in the near

future.

The Watertown Police Department continues to maintain its accreditation requirements in anticipation for the creation of the new Accreditation Commission. Accreditation maintenance requires detailed documentation of training, reports and compliance with issued policy and procedures, constant policy review and updates, and maintenance of the facility and equipment, among many other requirements. The Watertown Police Department is also currently exploring the possibility of seeking National Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). Currently there are only three agencies in Massachusetts that have been granted National Accreditation.

DEPARTMENT TRAINING

During the year 2003 all members of the Watertown Police Department attended twenty-four hours of in-service training sessions presented by the Massachusetts Criminal Justice Training Council. The in-service training program has a core curriculum consisting of criminal, motor vehicle and constitutional law updates, defensive tactics, first aid and cardiopulmonary resuscitation (CPR).

In June of 2003, 29 of our patrol officers attended a three-day Critical Incident Management course. The course was sponsored by the Greater Boston Police Council, in conjunction with the North Eastern Massachusetts Law Enforcement Council (NEMLEC). It is designed to prepare police personnel on how to respond and contain a critical incident, such as a hostage situation, a hazardous material spill or even a terrorism incident. The Watertown Police Department was the first and thus far the only police department in Massachusetts to provide this training to the majority of their patrol officers. The program is generally restricted to supervisors due to the cost associated with the program (three-days in length). This is another example of how the Watertown Police Department is preparing to confront this new concern for terrorism.



Police supervisors also received additional training sponsored by various law enforcement and academic specialists Captain Rocca, Sgt. Pugliese and Sgt. Logue attended a two-week police leadership course sponsored by the University of Massachusetts at Lowell and the Lowell Police Department. Many nationally recognized leaders in law enforcement, such as William Bratton, the current Police Chief of the Los Angeles Police Department instruct the course.

Firearm training and qualification courses were conducted for all department members twice during the year 2003. In the spring, all officers attended a field-training course at Ft. Devens, Ayer, MA, where all officers were trained and certified in the use of the AR-15 patrol rifle. In the fall, all officers went to the Boston Police Range at Moon Island in Boston where they qualified in nighttime low lighting conditions.

Various police officers received specialized instruction in the following areas: community policing, juvenile violence, threat assessment, drugged driving, commercial vehicle enforcement, suicide prevention, gang violence, terrorism and domestic violence.

School Resource and Community Policing Officers were trained in many community policing related areas such as child abuse, school safety, Drug Abuse Resistance Education, bullying prevention, Internet safety and protecting our elders.

Traffic Division officers attended courses in motor vehicle law, child passenger safety, laser speed detection, commercial vehicle enforcement, and passenger safety.

Specialized training was conducted in the Detective Division. Detectives attended

seminars in sexual assault, latent fingerprint recovery, juvenile fire setter's prevention, counterfeit money detection, computer crime, and narcotics.

Civilian employees and public safety dispatchers received training in first aid and CPR, Automated External Defibrillation (AED), and data entry.

The Police Department's commitment to a well-trained and educated work force is an ongoing process and will continue well into the future.

North Eastern Massachusetts Law Enforcement Council (N.E.M.L.E.C.)

With the increased concerns for terrorism growing numbers of police agencies in Massachusetts are relying on organizations such as NEMLEC to provide added resources and expertise in the event of a large scale emergency. The Watertown Police Department has been affiliated with NEMLEC since January of 2002. In the past year the Watertown Police Department has expanded its commitment to NEMLEC, with personnel assigned to the Rapid Response Team (RRT), SWAT team, School Threat Assessment and Response Team (STARS), motorcycle unit, emergency dispatch and computer crime units. This has greatly increased the training and expertise of the Watertown officers assigned to NEMLEC and allows the Watertown Police Department to call-up more than 100 additional police officers in the event of an emergency or unusual occurrence.

COMMUNITY RELATIONS AND STAFF DEVELOPMENT UNIT

The Community and Staff Development Unit consists of the D.A.R.E. Officer, two School Resource Officers, and one full time Community Police Officer.

The D.A.R.E. Officer teaches substance abuse education classes to sixth and seventh graders, and also teaches first graders about staying away from strangers. The D.A.R.E. Officer also provides support to all of the elementary schools, and is a resource for legal questions, and assistance with troubled youths. The D.A.R.E. Officer builds a

strong rapport with the teachers as well as the students. The D.A.R.E. Officer has worked with the schools on fundraisers, peer mediation, field trips, and regularly attends the Department's Cops and Kids program.

The Department has one full time officer in the High School and the Middle School. These officers build relationships with the students and staff, provide a sense of security in the facility, and provide guidance to teachers, students, and their parents. The High School officer regularly teaches senior classes about the law and legal issues as they pertain to their age group. The Middle School Resource officer regularly attends the Department's Cops and Kids program. These officers regularly attend the Community Based Justice meetings, and work with the administration to assist in obtaining necessary services for students. In April, 2003 the School Resource Officers and two school representatives joined the North East Massachusetts Law Enforcement Council's School Threat Assessment Response Unit. This team of four individuals will assist other NEMLEC communities when their school community faces a threat.

The Community Police Officer offers a wide range of presentations and training seminars to the citizens of Watertown. The Officer also works with community groups, and participates in neighborhood improvement and crime reduction projects. The Community Police Officer is a certified D.E.C.I.D.E. instructor. This is a risk reduction and self defense course for senior citizens. The Officer not only teaches the course, but regularly conducts home visits to senior citizens at risk. In February 2003, the Community Police Officer coordinated the Town's effort to be designated a Heart Safe Community. This effort consisted of conducting research into the Town's ability to respond to cardiac emergencies, and the ability to provide cardiac emergency training to the citizens of Watertown.

In 2003, the Division began using surveys to measure citizen's fear of crime and satisfaction with the Police Department. The survey also gives citizens an opportunity to

SWORN PERSONNEL

PROMOTIONS:

William J. Patterson - Sergeant	4/24/2003
Thomas J. Grady - Sergeant	5/22/2003

APPOINTMENTS:

John Bartolomucci	2/24/2003
David Downs	2/24/2003
Jennifer Eldredge	2/24/2003
Kerry Mitchell	2/24/2003
Michael Tulipano	2/24/2003
Kathleen O'Dette	7/14/2003

RETIREMENTS:

Peter Seminara - Patrolman/Detective	2/24/2003
Robert Corazzini - Patrolman/Detective	2/24/2003
Joseph Dennis Gill - Patrolman	2/26/2003
Robert Eldredge - Detective/Sergeant	4/23/2003
Gerard Mullen - Sergeant	7/2/2003
Edward Bakerian - Patrolman	9/13/2003

make recommendations on how the Department can improve its quality of service. On a yearly basis, six hundred random surveys are mailed to citizens who have had contact with the Department. The Department has received an overwhelmingly positive response to the survey questions. The Watertown Police Department continues to offer the Rape Aggression Defense Systems program to women who live or work in Watertown. This 16 hour risk reduction and self defense course is free for participants. In 2003, the Department's certified instructors held three R.A.D. courses. The program remains well received and attended.

The Department continues to maintain its ties with the community. Through the Community Police Coalition, officers meet regularly with a core group of citizens who volunteer their time to improve the quality of life in Watertown. Community members who contributed greatly to this effort in 2003 include: Sheila Warner, Kathy Leonard, James Bennas, Herman Getrost, and Susan Sidiropoulos.

BUREAU OF FIELD OPERATIONS PATROL DIVISION

The primary mission of the Patrol Division is to serve Watertown's citizens through a

CIVILIAN PERSONNEL NEW HIRES

Michael Annis - Public Safety Dispatcher	4/8/2003
William Saltzman - Public Safety Dispatcher	4/16/2003

RETIREMENTS

Margaret O'Reilly - Principal Clerk	7/4/2003
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RESIGNATIONS

Donna M. Palombo - Public Safety Dispatcher	3/12/2003
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cooperative effort and to protect their property through enforcement of laws and highly visible deterrent activities. The officers of the Patrol Division represent the department's first response to all emergencies and most calls for service. Due to retirements, the Department hired six new officers in 2003 to fill vacancies. They are Off. Kerry Mitchell, Off. Michael Tulipano, Off. David Downs, Off. John Bartolomucci, Off. Jennifer Eldredge and Off. Kathleen O'Dette. From the time an officer retires, it takes approximately one year to hire and train an officer to fill that vacancy.

During 2003 the Patrol Division responded to 25,493 calls for service. These calls initiated investigations and events that resulted in 517 arrests. These statistics do not reflect all of the officer-initiated contacts made by patrol officers during the course of routine patrol.

Heavy emphasis by the Patrol Division was also placed in the enforcement of traffic regulations in keeping with the goal of moving traffic safely and efficiently on the streets of Watertown. Officers and equipment were assigned to monitor and enforce traffic rules and orders when necessary in keeping with this goal.

Officers were also assigned to "hot spots"

for enforcement. These locations are where a large number of accidents or violations occur, or where there are numerous complaints by citizens. This selective enforcement activity was funded by a \$12,600 grant the Department received from the Governor's Highway Safety Bureau.

Patrols were adjusted during the course of the year to address increased activity due to crime trends, holidays, special events, and recreational events at parks and playgrounds. Patrols were increased during peak shopping periods in the business districts of Watertown. This was accomplished by using motor patrol, foot patrol, and the use of motorcycles. The Patrol Division works in concert with other divisions in the Police Department and outside public and private agencies within the area to accomplish the objective of providing the most effective deployment of personnel possible. Computer data is analyzed to assist in the deployment of police officers to areas in need of police attention.

The Patrol Division, as well as the entire Police Department, is committed to Community Policing. One of the goals of Community Policing is to build a partnership between the police and the community, encouraging interaction between the two so that we can solve community problems

together. This partnership also allows the community to let the police know what concerns they have and which issues they feel are important and would like addressed. Officers receive training in Community Policing and are encouraged to increase their interaction with the citizens on their respective patrol routes. Officers are also relieved of their assignment for a portion of their shift to work with the community on various issues and problems. Accomplishments include a Police Athletic League that has had over three hundred youths participate and are coached by police officers and dispatchers who volunteer their time. A "Cop's and Kids" program involving police officers and middle school students in a structured after school program between the hours of 2:30 p.m. and 5:00 p.m. In 2003 the Police Department held two Citizens Police Academies which give participating citizens an inside look at the police department. Each class is made up of approximately twenty citizens, of all ages, and is taught by police officers on various subjects including narcotics, criminal law, traffic, patrol procedures, and deadly force. The program also included a ride along, where participants can ride with an officer on patrol to get an up close and personal view of police work.

The department also received a state and federal grant in 2003 of \$ 12,423 to purchase bullet proof vests for its officers.

PUBLIC SAFETY DISPATCHERS

There are nine Public Safety Dispatchers that answer over 100,000 incoming phone calls per year. The dispatchers answer all calls for assistance for both the Watertown Fire Department and Police Department. The dispatchers come under the Patrol Division of the Police Department. They are the first point of contact for all citizens requesting assistance or directions from either department. The dispatchers answer all E-911 calls which totaled 5,995 calls in 2003 and are responsible for dispatching all fire apparatus and ambulances when required. They also dispatch all police cars to service and emergency calls, which amounted to 25,493 calls for service last year alone. These dispatchers are also required to make contact with the Registry

of Motor Vehicles to obtain vehicle information and confirm warrants on wanted individuals. Two new dispatchers were hired in 2003 to fill vacancies. They were Disp. Michael Annis and Disp. William Saltzman.

TRAFFIC DIVISION

In 2003 the Watertown Police Department Traffic Division conducted traffic enforcement activities throughout the Town. These activities included enforcement of both parking regulations and moving motor vehicle laws.

The Traffic Divisions has two patrol cars and four Harley Davidson motorcycles assigned to it. Officers operating these motorcycles attended forty hours of instruction at the Boston Police Motorcycle Training Academy and the M.B.T.A. Motorcycle Training Academy.

The Traffic Division supervises two town employees who are employed as Parking Enforcement Officials. The addition of these two positions allows Police Officers to dedicate their time to other police duties.

Between January and December 2003, the Traffic Division conducted surveys, studied traffic flows, and conducted investigations for the Watertown Traffic Commission. This information was used by the Traffic Commission in their determination for the addition, replacement, or deletion of traffic signs, rules and regulations.

The Traffic Division also conducts additional surveys and investigations for other Town agencies such as the D.P.W., Zoning Board of Appeals or Planning Board.

The Traffic Division also has two speed/radar trailers, purchased with federal grant money awarded to the department. These trailers are portable radar units that display the target vehicle speed on a 3' x 3' display window. This trailer can also conduct traffic counts, counting the number of cars that pass by, by the hour of day and recording their speed. This appears to be an effective tool in reducing vehicle speed in problem areas where the trailer is set up.

The Traffic Division also supervises twenty-two full time and two part time traffic supervisors. These supervisors are responsible for traffic control and the safe passage of school children in and around the public schools.

In the event of any serious or fatal accident, the Watertown Police Department Traffic Division maintains a team of accident reconstruction specialists who are on call twenty-four hours a day. These officers are capable of reconstructing an accident and determining vehicle speeds and other variables contributing to the accident.

The Traffic Division received a \$12,000 Grant from the Governor's Highway Safety Bureau. This allowed the department to concentrate on crosswalk, speed and seat-belt violations, as well as detecting impaired drivers due to alcohol or drugs.

Traffic officers also install child safety car seats for town residents free of charge. Officers attend a forty-hour course to learn how to properly install child car seats. In 2003, officers installed 125 car seats.

The Traffic Division also received a grant of fifty bicycle safety helmets from Governor's Highway Safety Bureau, for distribution to town youths in need of a helmet or in conjunction with a bicycle safety program.

In the Year 2003, the department issued the following motor vehicle citations:

27,368 total parking violations.
13,127 total moving citations.

These include;

47	OUI 1st
1	OUI 2nd
2	OUI 3rd
0	OUI Drugs
158	Suspended/Revoked licenses
137	Operating W/O being licensed
1,071	Accidents
942	M/V vs. M/V
82	M/V vs. Fixed Object
23	M/V vs. Pedestrian
5	M/V vs. bicycle
19	M/V vs. other

Fire Department

FIRE and EMERGENCY INCIDENT RESPONSE

The Watertown Fire Department responded to 4,208 reported fires and emergency calls for assistance during 2003. A summary of those incidents and estimated property losses as compiled by the Fire Prevention Bureau is as follows:

Accidental alarms/system malfunction	638
Animal problem	28
Bomb scare	3
Electrical problem	52
Elevator problem	49
Fire other than building structures	22
Gas leak or odor	15
Grass/brush fire	3
Hazardous leak or spill	6
Heating system problem	44
Lockout house or car	118
Medical aid	2498
Miscellaneous	44
Motor vehicle accident	210
Motor vehicle fires	5
Oil leak or odor	79
Rubbish/dumpster fire	15
Service assistance call	68
Services not required	11
Smoke condition	96
Stove/grill fire	38
Structure/building fire	8
Utility wires down	67
Water problems	91

Total Number of Emergency Responses for the Year 2003:
4208

Coverage Assignment/Mutual Aid 199

ANNUAL APPARATUS RESPONSE FOR 2003:

Central Fire Station (Station 1),
99 Main Street:

Engine 1	1,683
Ladder 1	1,009

East Watertown Fire Station (Station 2),
564 Mount Auburn Street:

Engine 2	1,304
Ladder 2	547

North Watertown Fire Station (Station 3),
270 Orchard Street:

Engine 3	1,262
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Fire Rescue (emergency medical ambulance) 2,608

Note: some incidents require response of more than one unit to the scene of the emergency.

ONE MULTIPLE ALARM FIRE IN 2003:

The Fire Department responded to many calls for structure and dwelling fires during the year. The initial response to such calls is

by two engine companies and an aerial ladder company, under the command of the deputy fire chief on duty. This first-alarm response is usually sufficient to confine and extinguish the fire. However, when conditions require the response of more fire apparatus, the officer in charge at the scene orders additional alarms to reinforce the initial fire attack. These additional or greater alarms bring additional engine companies and aerial ladder companies to the fire location.

Watertown firefighters responded to one multiple alarm fire in 2003 for which a second alarm was sounded. The location of the fire, and the date of the incident, is as follows:

Date:	Location:	Type of Occupancy:
September 9, 2003	60 Palfrey Street	Multi-family dwelling

MUTUAL AID ASSISTANCE FROM OTHER GREATER BOSTON FIRE DEPARTMENTS AND MUTUAL AID RESPONSE TO OTHER COMMUNITIES

The Watertown Fire Department thanks the Arlington, Belmont, Boston, Brookline, Cambridge, Newton and Waltham fire departments for providing fire scene response and fire station coverage during 2003 when all Watertown firefighters units were engaged in fire suppression activities.

The Fire Department responded to other municipalities in Greater Boston several times in 2003, under the established Metrofire District mutual aid assistance agreement. These responses were to fires reported near the boundary between Watertown and an adjacent community, directly to the fire to assist with firefighting efforts, or to fire station coverage assignments during major fires in other cities and towns.

ESTIMATED PROPERTY LOSSES IN 2003:

Building and structure fires\$347,500

ESTIMATED LARGEST LOSSES IN PROPERTY

60 Palfrey Street	\$250,000
3 Green Street	\$50,000
10 Nyack Street	\$30,000
73 Marshall Street	\$15,000

FEES COLLECTED

Smoke detector inspections	\$14,560
Copies of departmental reports	\$170
Required Permits for product storage, or regulated activities	\$10,035
Annual fees for connection to master fire alarm boxes	\$5,200
Cargo tank-truck vehicle inspections	\$20
Required fire prevention inspections, conducted quarterly	\$600
Total Fees Collected	\$30,585

INSPECTIONS CONDUCTED BY FIRE APPARATUS

Oil burner inspections	64
Smoke detector inspections	560
Inspections conducted quarterly:	

Day care facilities	44
Public and private schools	56
Community residences	20
Nursing care facilities	12
Handicapped workshops	20
Motels	4

FIRE DEPARTMENT PROVIDES BASIC EMERGENCY MEDICAL ASSISTANCE

The Fire Department has provided basic emergency medical care and transportation for citizens in Watertown since 1975. The department has more than 70 firefighters who are certified emergency medical technicians. The remaining firefighting personnel are qualified to state standards as medical First Responders.

All members of the department certify annually in cardiopulmonary resuscitation (CPR) skills. The department's engine companies and ladder companies are also equipped to handle medical emergencies. The closest available Engine Company is dispatched with the Fire Rescue to medical assistance calls. Aerial ladder companies are sent to the emergency scene when their specialized rescue skills or equipment is needed.

Firefighters who are either Emergency Medical Technicians or Medical First Responders are also trained on the use of the semi-automatic cardiac defibrillator. These defibrillators have been carried on the Fire Rescue/ambulance, as well as the first-responding engine companies and aerial ladder companies, for several years. The fire department upgraded their defibrillators during 2002 to newer models with enhanced features. Watertown was one of the first communities in the Greater Boston area to have these life-saving units available for early response to emergency medical incidents.

A cooperative agreement with a private ambulance company to provide Advanced Life Support (ALS) service in Watertown was instituted in November 1995. ALS services are provided by a non-transport Advanced Life Support unit staffed by two certified Paramedics.

The ALS system is a two-tier model. The

Watertown Fire Department provides emergency medical Basic Life Support service, and the dispatch of its ambulance unit to the scene upon receipt of a medical emergency call. Watertown public safety dispatchers also send the ALS unit if the nature and circumstances of the reported incident, such as a cardiac-related emergency, are within certain guidelines.

Medical direction for Watertown Advanced Life Support activity is provided by the South Middlesex Emergency Medical Services Consortium through the Mount Auburn Hospital. Patients are treated and transported, usually in the Watertown Fire Department ambulance, within protocols and guidelines provided by the emergency medical region which provides oversight for ALS activity in the Greater Boston area. On-going clinical supervision and quality assurance is provided in conjunction with the South Middlesex and North Suburban EMS consortiums.

S.A.F.E. FIRE SAFETY EDUCATION PROGRAM:

The Town of Watertown received a Student Awareness of Fire Education (S.A.F.E.) Program grant award of \$3,880 during fiscal year 2003. This grant provided financial resources to continue a fire safety education program offered by our firefighters for the school children of Watertown through June 2003. The S.A.F.E. Program commenced in 1995. Past grants received by the Town and the Fire Department total \$53,000.

The Secretary of Public Safety and State Fire Marshal Stephen Coan announced the awards during 2002. The grants provided funds for required recurrent training and attendance at regional meetings of S.A.F.E. Instructors, and allowed approximately 120 hours of direct program delivery to Watertown school children. Firefighter Paul Coughlin is the S.A.F.E. Instructor. Several other Fire Department members also participated in the program.

At this writing, the program has not been authorized in the current fiscal year; however, there may be a modest grant in 2004 to continue this educational effort, but on a reduced basis.

SEPTEMBER 11, 2001 – UNITED WE STAND

The Fire Department participated in a September 11th ceremony to commemorate the second anniversary of the terrorist attacks of Sept. 11, 2001, and the subsequent losses suffered at the World Trade Center, the Pentagon, and in Pennsylvania. Apparatus at the Main Street fire station and the firefighters on duty followed a plan of events recommended by the Fire Chiefs' Association of Massachusetts and the Professional Firefighters of Massachusetts. The Watertown Firefighters Local 1347 Color Guard participated. Off duty members of the department were invited to attend, and many did so. The Firefighters Color Guard and Deputy Chief Robert Quinn also participated in the Community Remembrance held that evening at Saltonstall Park.

2003 MASSACHUSETTS FIREFIGHTER SERVICE AWARDS RECIPIENTS

The Massachusetts Fire Service Commission has established the Fire Service Award Program to recognize firefighters who have served their department and community for 20 or more years. A certificate and distinctive uniform emblem is presented to denote length of service in five-year increments. The fire chief joined with the Fire Service Commission and the state fire marshal in recognizing the following members of the Watertown Fire Department, based upon their completed service as of December 31, 2003, as recipients of the Awards:

20-Year Award:

Firefighter Q.Paul Paglierani, Firefighter Kevin McElroy, Lieutenant Donald White Jr., Firefighter David Stone, Lieutenant Russell Wiltshire.

25-Year Award:

Firefighter William T. Hughes

30-Year Award:

Firefighter Thomas Stearns, Lieutenant Joseph O'Grady Jr.

PERSONNEL ACTIVITIES in 2003

Town Manager Michael J. Driscoll made the following appointments and promotions during the year, in order to fill vacancies within the Fire Department:

Appointments: Sean Fitzgerald, Bryan

Hopkins, Douglas Wood, Mark Donahue, Shane Gleason, Brian Martel, and Sharon Wall were appointed firefighters for the Town of Watertown on June 19, 2003. Ronald Patterson Jr., Thomas Lowry Jr., and Marcel Thieverge were appointed firefighters for the Town of Watertown on October 16, 2003.

Promotions: Lieutenant Michael Nicholson to Captain, Firefighter John Russo to Lieutenant, Firefighter Russell Wiltshire to Lieutenant, Firefighter Thomas Walsh Jr. to Lieutenant, effective March 30, 2003. Deputy Chief Anthony Gianotti to Provisional Fire Chief on July 10, 2003. Captain Robert Quinn to Temporary Deputy Fire Chief, Lieutenant Stephen O'Reilly to Temporary Captain, Firefighter Robert Mannix to Temporary Lieutenant, Firefighter Frank Aliquo to Permanent Lieutenant, effective August 7, 2003. Temporary Captain Stephen O'Reilly returned to Permanent Lieutenant, Lieutenant Eugene Merullo Jr. to Temporary Captain, effective December 18, 2003. These promotions were made to fill vacancies within the officer ranks.

Retirements:

Fire Chief Paul F. McCaffrey retired on July 10, 2003, after serving the Fire Department and the Town of Watertown for more than 38 years. Chief McCaffrey was appointed on December 24, 1964, he was promoted to the rank of lieutenant on March 29, 1973, promoted to captain on October 28, 1978, promoted to deputy chief on November 6, 1986, promoted to chief of department on April 30, 1987.

Firefighter Joseph Ridenti retired on January 5, 2003 after serving the Fire Department and Town of Watertown since his appointment on December 1, 1977.

Firefighter John Martin retired on February 14, 2003 after serving the Fire Department and Town of Watertown since his appointment on December 28, 1977.

Lieutenant Peter Baker retired on February 19, 2003 after serving the Fire Department and Town of Watertown since his appointment on February 27, 1975.

Firefighter Carl Castellana retired on February 25, 2003 after serving the Fire Department and town of Watertown since his appointment on May 23, 1974.

Firefighter Thomas Jones retired on February 25, 2003 after serving the Fire Department and Town of Watertown since his appointment on September 14, 1970.

Lieutenant John Aste retired on January 8, 2003 after serving the Fire Department and Town of Watertown since his appointment on May 1, 1969.

Captain Michael Leone retired on March 2, 2003 after serving the Fire Department and Town of Watertown since his appointment on March 1, 1973.

Military Leave:

Firefighter James Maloney, an officer in the US Army Reserve was called to active duty on February 13, 2003 and currently remains on active duty.

Emergency Management

“CIVIL DEFENSE” IS NOW KNOWN AS “EMERGENCY MANAGEMENT”

The current practice in Massachusetts and other states is to designate what were formerly known as municipal "Civil Defense" agencies as "Emergency Management" organizations. The Town official formerly known as the civil defense director is now the "local emergency management director". Following the establishment of FEMA, the Federal Emergency Management Agency, states have generally followed suit. In Massachusetts, the Mass. Civil Defense Agency became the Mass. Emergency Management Agency. MEMA has encouraged cities and towns in Massachusetts to adopt the "emergency management" designations. This practice reflects the realization that community preparedness under civil defense guidelines has evolved to emergency preparedness and management efforts during and following natural and man-made emergency events. Those include hurricanes, winter storms, hazardous materials incidents, and now, unfortunately, terrorism incidents. Both FEMA and MEMA also recognize that municipalities deal with these emergencies through the efforts of their existing public safety, public works and public services departments. Cities and towns maintain their usual municipal operating structure, and can request needed state and federal resources through contact with MEMA area and state headquarters. MEMA considers the point-of-contact official to be the local emergency management director.

EMERGENCY MANAGEMENT ACTIVITIES

In Watertown the fire chief is the emergency management director. The Fire Department principal account clerk performs necessary emergency management clerical assignments. The projects and clerical assignments in 2003 included:

Maintaining the town's Comprehensive Emergency Management Plan (CEM Plan),

Annual hazardous materials information management relating to SARA (Superfund Amendment and Reauthorization Act of 1986) Title III requirements,

Clerical support for Local Emergency Planning Committee records and the required Hazardous Materials Response Plan annual review,

- Clerical support for FEMA CIVEX (Civilian Exercises), in which the town participates when these exercises are held.
- Other FEMA and Mass. Emergency Management Agency state and area headquarters clerical tasks, which require attention.

The Town of Watertown participates in the Federal Emergency Management Agency's S/LA (State/Local Assistance) Program. This provides a modest reimbursement to the Town to defray some clerical costs associated with emergency management matters.

HOMELAND SECURITY

In 2003, the Office of Domestic Preparedness established an initiative, mandated by Congress, designed to assess the capacity of municipalities to respond to emergency situations. The Homeland Security ODP Assessment Initiative was mandatory for receipt of Federal Homeland Security funding. Officials from the Fire Department, Police Department, Board of Health and Public Works performed exhaustive research and compiled the data necessary to complete the assessment which qualifies the Town for Federal Grants. Grant applications will be filed in fiscal year 2004 for possible grant awards in fiscal year 2005. Grant awards would be used to enhance the Town's ability to prevent, respond to and mitigate man-made and natural disasters.

CEM PLAN

Every community in Massachusetts has a Comprehensive Emergency Management Plan (CEM Plan). Town officials completed a major review and update of the Watertown CEM Plan during 1998. The CEM Plan is updated annually, and is subject to a major revision on a five-year cycle. Maintaining a current CEM Plan is essential to the community's ability to respond to emergencies that can and do occur. The town manager, town clerk, police and fire chiefs, superintendent of public works, public health director, and their respective staffs, participated in the development and revision of the most recent Watertown CEM Plan. Several Mass. Emergency Management Agency officials also took part in the development and review of the plan.

The revised Emergency Management Plan for Watertown provides a framework wherein the community can plan and perform their respective emergency functions during a disaster or emergency situation on the local, state or national level.

The Comprehensive Emergency Management Plan combines the four phases of emergency management:

1. Mitigation: Those activities that eliminate or reduce the probability of disaster;
2. Preparedness: Those activities which governments, organizations, and individuals develop to save lives and minimize damage;
3. Response: Those activities which prevent loss of lives and property and provide emergency assistance; and
4. Recovery: Those short and long term activities that return all systems to normal or improved standards.

The plan was written in accordance with existing federal, state and local statutes. Department heads assigned a responsibility under the plan were directed by the town manager to develop implementing procedures for each department, describing how response functions will be carried out. A copy of the CEM Plan is available for review during business hours at the Office of the Town Clerk, in the Administration Building.

COMMUNITY PREPAREDNESS

Watertown has a designated Local Emergency Planning Committee, and a current Comprehensive Emergency Management Plan. Watertown would be eligible for federal or state assistance, financial or otherwise, in case of an emergency or disaster.

Watertown established an LEPC in 1988, as required. The LEPC included the town manager (as chairperson), the police and fire chiefs, the DPW superintendent, the health director, and the planning director. The committee also included "emergency planning coordinators" of facilities that were required to report amounts of certain hazardous materials if stored or used at their sites. The LEPC was required to develop a hazardous response plan, and did so. There is a requirement for the plan to be reviewed annually by members of the LEPC. The Town does so. Annually in March, the Town receives "Tier Two"

inventories from facilities required to report the presence of certain hazardous materials during the previous year. Those reports are incorporated into an annual update, now known as Section Five: Hazardous Materials, of the CEM Plan.

The original focus of the LEPC was to be on transportation emergencies involving hazardous materials. Transportation modes are shipment by rail, highway, maritime vessel, aircraft and pipeline. At about the same time, the Massachusetts Hazardous Materials Response Team concept was developed. There are now six Regional Hazardous Materials Response teams established, and available to respond to any community in the state. Team members are career firefighters from fire departments throughout Massachusetts. Team members are certified as hazard materials technicians after completing a 160-hour training course. Team members complete a minimum of 80 hours recurrent training annually. The Town's current hazardous materials plan calls for the response of the Mass. HazMat Regional Response Team when circumstances dictate.

Although the designated members of Watertown's LEPC do not often convene formally, the members nonetheless meet regularly as part of the Town Manager's staff. They work together at incidents when and as necessary, and communicate with one another as necessary.

Following the events of Sept. 11, 2001 and the national focus on the issue of anthrax contamination, there were several calls for assistance in Watertown for situations that could possibly be anthrax-related incidents. Police, fire, health department and DPW personnel all responded as needed to deal with these emergencies. When necessary, a limited call-out of the Mass. HazMat Response team was made. No anthrax was present in any incident here in Watertown. In addition to local resources and the state HazMat teams, the Mass. Dept. of Public Health was of great assistance to communities during this time of concern.

The Town will seek any appropriate grants for training and equipment relating to terrorism incidents that may become available through federal or state sources.

Community Development & Planning

The Department of Community Development & Planning was created through a vote of the Town Council in August, 1982. The Department provides a formal relationship and coordination between several boards, commissions and committees such as the Planning Board, Board of Appeals, Historical and Conservation Commissions, Housing Partnership, Watertown Arsenal Development Corporation, Watertown Community Foundation, Coolidge School Advisory Committee, Watertown Square Committee, the Facilities Inspection and Zoning Enforcement Divisions, and the Planning and Community Development Office. Each entity is accorded professional and support services by Department employees. The aim of integrating these related agencies is to improve communication and coordination and to provide services more efficiently to the community. A summary report of the Department's major accomplishments for the year 2003 is as follows.

PLANNING AND COMMUNITY DEVELOPMENT DIVISION

The Division serves several important functions within the Department and the Town, among them is the following:

Staff support to the Planning Board, Housing Partnership, Watertown Square Study Commission, Watertown Arsenal Development Corporation, Coolidge School Reuse Advisory Committee and the School Building Committee.

Representation to several state and regional agencies including Metropolitan Area Planning Council, MBTA Advisory Board, and the Regional Transportation Advisory Council.

Coordination of real estate development activities, land-use planning, transportation, housing and related policies;

Coordination of the Town's capital improvements;

Administration of various community development programs and grants such as the Small Cities, Home Improvement Loan Program, the federal HOME program.

Initiation and administration of economic development policies and procedures which will allow Watertown to remain competitive in retaining and attracting

investment to provide for revenue and employment growth.

PLANNING BOARD

During 2003, the Planning Board reviewed and made recommendations on numerous residential and commercial development projects. The Board reviewed a total of 14 Special Permit requests, 24 Variance requests and 24 Special Permit Finding requests. The Planning Board also reviewed 3 Amendments to Special Permit Finding requests, 1 Amendment to Variance Request, 5 Amendments to Special Permit requests and 1 Appeal of the Zoning Enforcement Officer's determination. Projects of note include the review of two significant residential developments. The first project was at 57 Stanley Avenue, consisting of 224 apartment units in 9 buildings, including 22 affordable units. The project was denied due to traffic concerns and the negative impact on the community. The second project was at 555 Pleasant Street, a 375 unit rental development with a minimum of 43 to a maximum of 53 affordable units. The Planning Board recommended approval of the project. The Planning Board also recommended approval of 330 Arsenal Street to permit the razing of the existing structures and the construction of a new Lexus dealership. This project, among others, is contributing to the ongoing enhancements of the Arsenal Street area. The Planning Board also reviewed plans for the redevelopment of the former Marshall Home into 10 affordable residential units for senior citizens.

The existing Planning Board members include its Chairman, John B. Hawes, and members G. Jack Zollo, Linda Tuttle-Barletta, Jeffrey W. Brown and Juana M. Salazar.

ZONING BOARD OF APPEALS

During 2003, the Zoning Board of Appeals acted on a total of 61 petitions heard in accordance with the provisions of M.G.L. c. 40A, and the Watertown Zoning Ordinance. The petitions included: 14 Special Permit Applications; 27 Special Permit Finding Applications; 26 Variance

Applications; 5 Amendment to Special Permits; 4 Amendment to Special Permit Findings; 1 Amendment to Variance; 3 Site Plan Reviews; 3 Extension Agreements. Total fees collected for all petitions: \$22,167.

The Board heard and acted on two different Comprehensive 40B applications:

75 Stanley Avenue a/k/a 555 Pleasant Street-former Infomart/Quincy Cold Storage site –Beacon properties proposed a 375-unit residential complex, Phase I-Special Permit and Phase II-Comprehensive Permit, Chapter 40B (cases continued to 2004).

57 Stanley Avenue-former Raytheon parking lot Site, owned by The Gore Society. Stanley Realty Holdings, LLC proposed a 224-unit residential complex first by Special Permit, which was denied by the Board. Stanley then petitioned the Board under a Comprehensive 40B petition for a 264-unit residential complex. The Board denied the petition and it is presently in litigation.

The majority of the petitions before the Board this past year were for residential properties involving building additions, upgrades, and requests for non-conforming driveways. There were complex cases involving commercial properties, as well. A few of the significant cases were:

330 Arsenal Street (corner School and Walnut Streets) –the former Barker Steel building, Watertown Iron Works, Pizza Shop, S.B. Green Masonry and a 2-family house were razed to allow construction for a new Lexus Dealership and Service Building by Murray Patkin, owner/operator. This dealership will be relocated from its original site at North Beacon Street and provides a 2-story garage to house all of the new vehicles.

120 Mt. Auburn Street-Marshall House. CASCAP Realty, a non-profit affordable housing proponent along with Watertown Community Housing teamed together to renovate the former Marshall House, a long-standing 20-resident elderly housing facility into an 11-affordable 1-bedroom unit with kitchens dedicated to housing for

the elderly.

119 Palfrey Street-former Palfrey Street School, the school and carriage house was purchased by David Apposian when the school use was abandoned. He intends to renovate and alter the main building and convert it for his single-family residential use.

341 Mt. Auburn Street-Brigham House. The Board reaffirmed their decision to have the "connector" removed. The chiller, relocated from the roof, was placed in the rear of the building, and is expected to be relocated so as to be out of sight from residential properties. Final approval of this relocation has yet to be approved.

The Board adopted Comprehensive Permit, Chapter 40B, Rules and Regulations including fees to be included in the Board's Rules of Practice and Procedure.

Elaine V. Grey served as Chairman of the Board until September 2003. On October 1st, the Board members voted John W. Marshall as the new Chairman to serve a two-year term. Also, John J. McCarthy was voted to continue serving the Board as Clerk. In January 2003, Melissa M. Santucci, was appointed to the Board as an Alternate Member. The Board is now served with a full board (5 full members and 2 alternates).

The office of the Zoning Board of Appeals includes Nancy Scott, Zoning Enforcement Officer; Mary Crain, Senior Planner; Louise Civetti, Clerk to the Board; and serving the Board as counsel, Michael V. Barba, Esquire;

Zoning Enforcement Officer

Cases Filed:	
Special Permit	14
Special Permit Finding	27
Variance	26
Amend Special Permit/Special Permit Finding/Variance	10
Site Plan Review	3
Comprehensive Permit-40B	2
Extension Agreements	2
Appeal Decision of Zoning Enforcement Officer	0
Total Requests Reviewed	84

Board of Appeals Meetings (including Executive Session)	17
Fees Collected	\$22,167

Complaints/Inquiries	493
Review of Building Applications	584
Review of Occupancy Applications	45
Review of Sign Applications	42
Waltham District Court/Superior Court Appearances	6
Driveway Requests & Violations	65

FACILITIES INSPECTION DIVISION

Inspector of Buildings	
Building Permits Issued	584
Occupancy Permits	48
Sign Permits	36
Certificates of Inspection	58
Complaints Investigated	30

Estimated Cost of New Construction:	
Residential	\$2,081,500. (11)
Non-Residential	\$5,073,737. (1)

Estimated Costs of Additions or Alterations:	
Residential	\$10,848,077. (446)
Non-Residential	\$20,186,402. (103)

GRAND TOTAL \$38,189,716

Fees collected by the Building department 2003: \$581,198

NEW RESIDENTIAL RAZE

- (3) One-Family homes
- (6) Single Family Residence
- (8) Two-family residences
- (3) Two-family homes
- (1) 6-unit apt. building
- (5) Commercial buildings
- (1) Garage

Inspector of Plumbing/Gas	
Plumbing	
Number of Plumbing Permits Issued	486
Gas Fitting:	
Number of Gas Permits Issued	413
Fees Received from Plumbing/Gas Permits	\$47,477

Inspector of Wires	
Permits Issued	822
Inspections/Reinspections	1120
Inspections for Occupancy Permits	19

Complaints Investigated	41
Fire Investigations	3
Electrical Layouts for Town and Contractors	43
Electrical Violation Letters	23
Electrical Violations	
Residential	18
Commercial	5

Petitions Checked/Approved for Town Council from Boston	
Edison/NE Tel	00

Meetings

Consultations & information with	
Town Residents	31
N Star	25
New England Telephone	12
Electrical Inspectors	11
Traffic Commission	9
Street Light outage and follow up	46
Fire Inspector	4
Fire Alarm Inspections	6

Fees Collected \$85,317

CONSERVATION COMMISSION

Members

Marylouise Pallotta McDermott, Chairman
Charles C. Bering
Susan Falkoff
Brian T. Gardener
Nancy H. Hammett
Leo G. Martin
Bruce W. Roberts, Agent

Wetlands Hearings

The Conservation Commission reviewed 8 Notices of Intent, and issued 2 Enforcement Order.

The Conservation Commission issued Order of Conditions for the following projects: Farren Playground, 550 Arsenal Street, 580 Pleasant Street, 44 Hunt Street, 380 Pleasant Street, 555 Pleasant Street, 140 Pleasant Street and one denial for the "The Meadows" Stanley Realty Holdings. In addition, the Conservation Commission issued an extension for the Charles River Walkway.

The Conservation Commission approved the Charles River Vegetation Management Plan, working with the DCR (Department

of Conservation and Recreation), formerly the MCD and the Charles River Conservancy to improve the parklands along the river and coordinate a trained volunteer effort to implement parts of the plan. DCR will present annually the accomplishments of the Vegetation Management Plan.

Revision of Wetlands Ordinance

The Commission continues to work on revisions to the Watertown Wetlands Ordinance.

Whitney Woods Conservation Area

The Conservation Commission submitted to the Town Manager a proposal to designate Whitney Woods as Watertown's first conservation land.

Selection of Native Species within the Resource Area

The Conservation Commission is developing an Order of which would require non-invasive, native species for plantings within the resource area.

HISTORICAL COMMISSION

Members

Roger Erickson, Chairperson
Henrietta Light
David J. Russo, Jr.
Victoria Carter
Natalie Zakarian
John Piantedosi
Marilynne Roach
Bruce W. Roberts, Agent

Demolition Delay Hearings

The Historic Commission held Public Hearings on 10 Demolition filings. Two sites were identified as preferably-preserved and six-month demolition delays were issued.

2003 Preservation Awards

The commission continues the annual Preservation Night and Awards Program. The following were the 2003 Watertown Preservation Winners: Watertown Historic

District Study Commission, Diana Angel Proctor, Baran Partner, Watertown Historical Society.

WATERTOWN HISTORIC DISTRICT COMMISSION

Members

Harvey Steiner, Chairman
Audrey Jones Childs
Amleto "Mel" Martocchia
Matthew Petrie
Margaret Pasulka
Linda Sternberg
Victoria Carter

The Town Manager appointed the seven-member Watertown Historic District Commission. The Commission was sworn in in December. They will be reviewing proposed projects within the Mount Auburn Street Area, the town first Historic District.

TREE WARDEN

Bruce W. Roberts, Tree Warden

Town of Watertown public tree plantings in 2003 consisted of 130 trees, 120 street trees and 10 park trees. The particular mix of trees consisted of 23 different species, which was selected not only with each individual site in mind but with the aim to eventually have not more than 10% of the town's urban forest represented by a single species. This change in policy is to protect the town from a species-specific disaster such as Dutch Elm Decease or an unforeseen poor characteristic in a tree being present in a majority of the town's trees, in the future.

The Tree Warden reviewed numerous landscape plans and made site inspections for other departments such as zoning, planning, school department and recommended changes to capital construction projects to try to provide for better plant selection or to lessen damage to existing trees.

An Arbor Day program was held on April 29, 2003 at the Watertown High School with a planting and dedication of a Red Oak for the Watertown High School class of 2003. Red Oak seedlings were given to

all the members of the class of 2003 along with instructions to plant throughout the Town.

In addition, the Tree Warden gave a lecture on the subject of "Watertown's Trees" held at the Town's Junior High School, open to the public.

Education programs conducted by the Tree Warden consisted of an information display at Fair on the Square, and a program given to a cub scout pack.

WATERTOWN SQUARE STUDY COMMISSION

The Watertown Square Study Commission was created in 1998, and continues to meet on a regular basis in order to develop recommendations for improving the Square's physical, traffic and economic conditions, and enhancing it as a business and social center of the Town.

In August of 1999, the Final Report was submitted to the Town Council. It includes recommendations for physical improvements to the Square to improve its usefulness and comfort for walkers, bicycle riders and public transit commuters. It also recommends ways to make Watertown Square a destination for shopping, gathering, socializing and entertainment.

The Town Council voted to approve a request to transfer \$950,000 and a loan order in the amount of \$900,000 for a total project cost of \$1,850,000 to fund the improvements to Watertown Square. The project is comprised of two parts. Part A is Mill and Overlay work along with associated utility upgrades in Main Street and the Square. Part B includes streetscape improvements such as new sidewalks, accent bands, lighting, site furniture, trees and landscaping.

Santorelli Construction was selected as the contractor for the project and will begin work in April 2004. The Cecil Group and Bayside Engineering are the design consultants working with the Town to ensure that the project is developed in accordance with the Plans and Specifications developed prior to the public bid.

The Commission is currently chaired by Town Councilor Gus Bailey, and includes members Clinton J. Knight, (Watertown/Belmont Chamber of Commerce), Alex Liazos (former chair), Rick Thomson, (Thomson Safaris), Peter Brooks, (Watertown Bicycle Committee), Joan Kraus (local resident), Ronald Dean, (Watertown Savings Bank), Sandra Howard (Trees for Watertown), Betsy LaMond (local resident), Joseph P. McDonald, (McDonald Funeral Home) Michael Donham (local resident) Al Gasper (Watertown Disabilities Commission)

THE COMMANDER'S MANSION

In the Commander's Mansion's third year of operation the Mansion has had a steady and continued rise in business. The business is highlighted as follows:

Bookings: January 2003 – December 2003	
Weddings	50
Social Events (includes rehearsal dinners, showers, engagement, anniversaries & graduations)	16
Bar mitzvahs	3
Corporate Social (includes holidays	16
Corporate Meetings	12
Town/Comp/Promo	23
Funeral	2
Non-Profit	10
Photo-Shoot Location	0
Year End Total	132

Promotional Efforts:

Advertising: Knot Website and Boston Agenda Website

We have begun to do some networking with The Massachusetts Managers of Historical Homes group and The Boston Wedding Group.

We still have a solid interest in Wedding business; our goal for 2004 is to continue expanding our corporate events during the week. Year to date we have a total of 73 events definite for 2004 with dates still available for additional bookings. We have also started booking for 2005 with 10 events definite. We have seen a drop in business related to the uncertainty with the economy, however, we do feel we will see more events booking on shorter notice and will make up for the decrease we seen now.

WATERTOWN ARSENAL DEVELOPMENT CORPORATION

The Watertown Arsenal Development Corporation (WADC) was established in 1997 to oversee the redevelopment of the former Army Materials Technology Laboratory (AMTL) and was granted the authority to acquire the property from the Army and subsequently to convey for development. The following citizens were appointed by the Town Manager and Council served on the Board of Directors during 2003:

John Airasian, Chairman
Sal Ciccarelli, Vice Chairman (Town Councilor)
Alison Carnduff, Treasurer
James McDermott, Clerk
James Bean
Joseph DiVico
Sandra Kasabian-Hoffman (Town Councilor)
Roberta Miller
John Portz (Town Councilor)
Ingrid Marchesano, Administrative Assistant

Fundraising for the development of the Arts Center continued throughout 2003.

The WADC continued in the Spring of 2003 with the establishment of a Community Foundation pursuant to the \$1 million donation from OPG as part of the purchase of the property. The Foundation will provide financial assistance to Watertown groups and individuals to further educational opportunities.

COOLIDGE SCHOOL REUSE ADVISORY COMMITTEE

The Coolidge School Reuse Advisory Committee was established by the Town Manager in December of 2000. The purpose of the Committee is to evaluate and recommend reuse alternatives for the Coolidge School located on Mount Auburn and Arlington Streets. This action was subsequent to the actions of the Watertown School Committee who relinquished care, custody and control of the property effective July 1, 2000, and the Watertown Town Council who transferred said care, custody and control to the Town Manager on said

date, based on a Resolution adopted on June 13, 2000.

The following nine members serve on the Committee:

Chair

Sal Ciccarelli, District A Town Councilor
Gregory P. Watson, Dir. of Community Development & Planning
John Bartley, Sr., East Watertown Betterment Association
G. Jack Zollo, Watertown Planning Board
Christine M. Bellis, Resident
Joan Merritt Kraus, Resident
Lucia H. Mastrangelo, Resident
Curtis Whitney, Resident

In December of 2002 a Request for Proposals (RFP) was issued to solicit reuse interest. Proposals were due on January 8, 2003. The initial RFP resulted in only one proposal which was not responsive to the specific requirements in the RFP. The Reuse Committee voted unanimously to amend the RFP and reissue it to solicit additional responses. The RFP was reissued and two proposals were received. After careful review of each proposal, the Committee determined that the proposed lease payments to the Town did not meet expectations and recommended that the RFP be reissued. The Town Council must approve the lease to the ultimate user based upon the recommendation of the Town Manager. The Town Manager may request that the Committee continue to assist through the RFP and selection process.

WATERTOWN HOUSING PARTNERSHIP

The Watertown Housing Partnership oversees housing policy and programs for the Town. This year the Partnership continued to administer the HOME program, which brings federal dollars into Watertown to expand affordable housing opportunities. The major program initiative under HOME continues to be the First Home program, which provides down payment assistance for income eligible first time homebuyers.

The Partnership contributed to the Marshall Place Apartments development

project by voting to commit an additional \$173,376.58 in HOME funds for acquisition and development costs. Watertown Community Housing and CASCAP, Inc. have partnered to redevelop this former rest home into 10 affordable rental units for senior citizens, plus one staff apartment. During the year, the developers appeared before Town Boards and received approval.

The Partnership has been actively re-negotiating an Affordable Housing Agreement for 13 affordable units at 20 Watertown Street, a mixed residential and retail development with a total of 134 units at the intersection of Galen and Watertown Streets. The site was purchased by Archstone Development and the Partnership worked towards a revised Affordable Housing Agreement that allowed the developer the option of renting the units with future conversion to condominiums.

A program to fund home repairs for low and moderate income homeowners was successfully run this year. Several homeowners were qualified to participate and received home rehabilitation assistance during 2003. At the end of the year, Planning Staff was preparing an additional grant request for \$450,000 from the state Department of Housing and Community Development to pair with an additional allocation of \$150,000 from the Town Council to provide the funds needed to continue the program. Watertown Savings Bank also offers a source of additional loan funding as needed.

The Partnership, through the Department of Community Development and Planning, continued to administer the "Get the Lead Out", for owners of single and two family houses. This program is funded by the Massachusetts Housing Finance Agency.

The Partnership is chaired by Harold Bejcek, who also sits on the Council on Aging. Members include Thomas Wade (Watertown Housing Authority), James Barwell (Watertown Savings Bank) and David Leon (Watertown resident).



Watertown Public Schools



STRATEGIC PLAN

The strategic plan is being implemented with the assistance of the School Site Councils at all schools, the Watertown School Committee and the Watertown professional staff. This plan represents the next level of planning to provide continued improvement of our school district.

Vision/Beliefs

A result of the integrated planning process was the development of a statement that reflected the common values articulated throughout the system:

The collective vision of Watertown's educational community is the continual development of our schools as places where successful learning and respect for all are the priorities and valued above all else.

Five Year Themes and Goal Statements
Based on the vision statement, the following four themes and goal statements were developed to demonstrate how the school system intended to work towards the fulfillment of the vision:

• THEME I: Student Learning/Curriculum And Instruction

Goal Statement – Successful student learning is the priority of the Watertown Public Schools. To that end, we will provide a Curriculum that is rich and challenging and will employ diverse instructional practices that engage students as active participants in the learning process.

• THEME II: Professional And Respectful Learning Environments

Goal Statement – Successful student learning can best be achieved in an environment of mutual respect and professionalism. The Watertown Public School System will provide programs that foster respect for differences, instill positive motivation for learning, encourage collaborative decision-making, and provide for the continual learning of all members of the educational community.

• THEME III: Partnerships: Faculty/Parents/Community

Goal Statement – Successful student learning is the responsibility

of the entire community. The Watertown Public School System will support the development of partnerships within the community that encourage student development and success.

• THEME IV: Planning And Support Systems

Goal Statement – In order to assist with the development of successful student learning as the priority of the Watertown Public Schools, a strong infrastructure must be in place. Therefore, the school system will develop and employ effective planning and support systems, including the provision of safe, well maintained, and properly equipped facilities for learning.

THE SCHOOLS

Watertown High School

Watertown High School completed its one hundred fiftieth year of operation in June of 2003.

The school prepared for NEASC accreditation, done every ten years. Led by Connie Hyder and Karen Trenholm, the accreditation committee has been preparing to put the school's best foot forward for the visiting team in March 2004.

The High School Leadership Team (HSLT) continued to guide the improvement process at the high school. The professional development program at the high school focused on the improvement of student work and the development of instructional teams.



The Fine, Applied and Performing Arts Department presented the musical "Oklahoma" to large audiences as the final performances before renovations in the Shaw auditorium. Though hindered by early winter snows, the drama program presented a successful production of "Cat on a Hot Tin Roof" at the Middle School Auditorium. Several students from the visual arts program were honored for their work in the Scholastic Art Competition, including one gold key award at both the state and national level in photography. September 2003 saw the reinstatement of the string ensemble to the music program for the first time in over 30 years.

The Sports Management Club continued the Annual "Mr. WHS" Night for the third year and continued the "Secret Santa."

Students continued to be active in providing community service hours to the Watertown community. Athletics continued to improve with the Boys' Basketball team posting one of the best records in WHS history.

Watertown Middle School

The Middle School received a "21st Century Grant" for \$125,000 per year renewable for four years. The grant is for after school programming targeting student improvement. Due to this funding, we have had over four hundred students participating in a variety of activities including homework clubs, MCAS tutoring, cooking, self-defense, sports, Math club, game club, Teen Center, and evening Parent/Student activities. Also through the grant we were able to extend Library hours so that students could work on research-based assignments after school.

Through our Turning Points school restructuring model, we developed a school-wide instructional focus centered on helping students improve in two areas: reading for understanding and problem solving. Staff members who use the extended reading block to further these goals share many strategies and ideas.

In the spring of 2003, the Middle School hosted a group of visiting teachers from

Iceland.

In sports, the Middle School Boys Basketball Team won the league championship for 2003.

Cunniff Elementary School

Our curriculum focus this year was literacy. Teachers participated in professional development in Writing Workshop with Joan Hindley and Maryellen Giacobbe, a nationally known expert in elementary literacy. Our primary staff participated in 48 hours of Literacy Collaborative training. We continued our parent run Reading Enrichment Program. One highlight for the year was a school-wide celebration of writing called Author's Chair. Every child read a selection of his or her writing in a multi-age group facilitated by a staff member.

The librarian and intermediate reading specialist conducted a Parent and Child Book Club with support from the Watertown Education Foundation. Parent and child pairs came together with staff to identify, read and discuss fiction and non-fiction writing. The club was well received.

Family events this year included a hands-on math night and a fifth grade science exhibit. In addition, evening parent workshops focused on approaches to computation in mathematics and Writer's Workshop.

Fifth graders attended Sargent Camp in New Hampshire for 2 nights/3 days. Students participated in a variety of outdoor education, science, and confidence building programs. Parent chaperones and teachers reported that it was a highly successful trip. Students and parents held a variety of fundraisers throughout the year to reduce the cost of the program.

Hosmer Elementary School

The 2003-2004 school year marked Principal Stephen Griffin's second year as principal.

The Hosmer School is home to 451 pre-kindergarten through grade 5 students and

more than 80 professional staff. The Hosmer School embraces its linguistic and cultural diversity. Approximately 40% of our students come from bilingual homes, representing over 22 languages and cultures from all over the world.

The Hosmer School provides a broad range of educational programs and experiences for its students. Essential to the success of many learners is our strong English as a Second Language Program. We also house the town-wide grant funded Even Start Family Literacy program, which provides ongoing support to many families of young children, especially those families in which English is not the first language. We provide after school adult English language instruction as well as after school academic support for the children. Hosmer School also provides a variety of inclusive programs for students with special needs. Through a variety of grant programs we provide after school math and language arts tutoring for students in need of extra support in these areas. We also conduct homework help sessions three afternoons a week.

Working in teams, the Hosmer staff continues to explore ways to provide for Hosmer students the best and most effective programs and practices. We are implementing the "Literacy Collaborative" framework in all grades, with teachers receiving ongoing professional development and coaching from trained literacy coaches. The Hosmer staff is also working with an educational consultant, Mr. Joseph Palumbo, who is guiding us in creating an action plan focused on the continual improvement of teaching and learning at Hosmer School. Our faculty leadership team, the Hosmer School Improvement Team, meets regularly, and with input from the whole staff, we have chosen four focuses for the year. These are to implement a school-wide focus on literacy, create high expectations for every child, further develop effective, collaborative instructional teams at every grade level, and allocate resources to best meet the needs of children. Our professional development time this year has focused on working on these particular goals.

Our parent community is very active through our PTO and Site Council. The

PTO conducts a number of fundraising events throughout the year to support a variety of classroom based and whole school enrichment programs, which include a poet in residence and fine arts performances for the entire school population. The Hosmer PTO also organizes very successful monthly family fun nights. Typical attendance at these events in the hundreds, with families enjoying such activities as magic shows, traveling educational shows from the Aquarium, and organized games such as bingo. The School Site Council has continued to identify and develop links between home and school, and has taken an active role in seeking funds for after school academic and enrichment activities. Through the coordinated efforts of the PTO and Hosmer School Site Council, we have established free afterschool chess clubs. Hosmer also has a very active after school Courses for Kids program, and through the efforts of our parent groups we were able to fund scholarships for more than 25 low-income children to attend these programs.

James Russell Lowell Elementary School

The Lowell School has a diverse student population of 368 students in grades Prekindergarten through five. In addition to English, there are over 15 different languages spoken by the students. The staff is comprised of 58 professional and support personnel. Additionally, there are many parent volunteers who provide academic, homework, and enrichment support.

2003-2004 marks the first year for Interim Principal, Marilyn Hollisian, as Dr. Stephen Gould has taken a leave of absence to become the Interim Assistant Superintendent of Schools.

The Lowell School staff is committed to working in grade level teams comprised of classroom teachers and support personnel. Regular education and Special education staff work in tandem in an inclusive classroom setting. Co-planning and co-teaching are the cornerstones in providing the best education for each student.

Through collaboration, staff examined student work, planned for achievement of student expectations, and developed lessons

that targeted students' needs.

The goals of the school are to increase the reading, writing and math achievement for all students. In addition, the staff has focused on the home-school connection through the PTO and the School Site Council. Both bodies have contributed to this endeavor. With their enthusiastic support, the staff, students and parents are working cooperatively to achieve the school's priorities.

The guidance counselor has instituted the bully free school program this year. It commenced with a series of workshops for children in grades 1-5. Discussions, role playing, modeling behaviors, and learning to identify appropriate responses have served to inform students and teachers about rules and logical consequences. Every student in these grades took the bully free pledge and understands the consequences. Parents received written documentation of this as well.

The School Site Council ran a parent workshop during the fall called "Studying at Home". This focused on how parents can help support teachers and their children by providing the necessary guidance and environment at home. The Council also ran a series of morning coffees for parents as they learned about different services at the school. These topics included reading and literacy, speech and language, occupational therapy, math workshop, the bully free school program, and student grade level expectations. Parents and staff work hand in hand to provide the best education possible for the students of the Lowell School.

SCHOOL CONSTRUCTION

Phase II of the school construction was completed during the summer of 2003 with renovations to the rest rooms, language lab, science labs, and technology infrastructure including wiring, data security and new phone systems. The Auditorium will open again in 2004 and the final phase of High School renovation work will begin in the Summer of 2004.

PERSONNEL

There were many changes to the Administration in 2003. Dr. Sally Dias retired as Superintendent after fourteen years to become a Vice President at Emmanuel College. Dr. James B. Earley, the retiring Administrator of Special Education, replaced her on an Acting basis. Although, Ms. Kathleen Lockyer had been appointed to replace Dr. Earley as of December, she assumed the role in July and, in turn, Ms. Anne Hardiman was appointed to the position of Early Child Education Coordinator after an extensive search process.

Dr. Annette Stavros resigned as Assistant Superintendent to also join Emmanuel College. Dr. Stephen Gould, the Principal of the James Russell Lowell Elementary School was appointed Acting Assistant Superintendent. Ms. Marilyn Hollisian, a retired Lowell teacher was appointed Acting Principal of the Lowell School.

Ms. Judy Belliveau resigned to become an Assistant Superintendent for Business in the Weston Public Schools after having been Director of Business Services in Watertown for over thirteen years. Ms. Allie Altman was recruited through an extensive search process to replace Ms. Belliveau.

THE DEPARTMENTS:

• Social Studies

The Massachusetts Education Reform Act of 1993 set in motion the creation of curriculum frameworks in all disciplines. These documents describe what students should know and be able to do in specific academic areas. The frameworks were then followed by the introduction of the MCAS (Massachusetts Comprehensive Assessment System) used to test all students in grades 4, 8, and 10 according to framework content. As a result, changes have resulted in major curriculum revision of the social studies program. Although the Social Studies MCAS tests are not being administered this year, teachers are still preparing our students in the discipline.

Prekindergarten, Kindergartners and Grade

1 students focus on socialization and communities. Second grade social studies emphasizes social skills, citizenship, an introduction to landforms and bodies of water. The study of Massachusetts history, Watertown and Native Americans forms the core of the third grade curriculum, along with a significant unit for Black History Month in January. To enhance their Massachusetts study, all third graders visited the Commonwealth Museum to view the Massachusetts Archives, and Gore Place in Waltham to view the different lifestyles of the upper class, working class, and the farming communities in the early 1800s. The fourth grade focus is on regions of the United States, Mexico, Canada, and an optional study of Ancient China. Fifth grade classes expanded their study of United States history through the third presidency, including the study of explorers, Colonial Times and the Constitution.

Throughout the elementary grades, there is a continued emphasis on geography skills, including but not limited to map skills, with increased attention to integrating the acquisition and application of those skills within specific content studies. To meet the needs of our diverse population, we have expanded our use of resources by adding texts with a wide range of readability to facilitate differentiated instruction. In addition, many teachers are actively integrating social science topics into their reading and writing program.

Watertown's Middle School curriculum has been realigned to reflect the significantly different 2002 History and Social Sciences Curriculum Framework Grade 6 students continue to study World Geography. The grade 7 curriculum still focuses on Ancient Civilizations, although some units have been expanded, added, or dropped to reflect the new framework standards. The grade 8 curriculum has completely changed, from U.S. History to World History.

In grade 8 the students start the year with a unit called "Facing History and Ourselves," which uses the study of the Holocaust to explore fundamental historical questions and themes. Then the students go on to study China, the Middle East (focusing on

understanding the rise of Islam), Africa, and Europe in the Middle Ages and Renaissance, including the exploration of the New World. Thus students will have the background they need when they go on to learn about the roots of American democracy in 9th grade.

The High School curriculum has been realigned for the 2003-04 school year to reflect the significantly different 2003 History and Social Studies Frameworks. Starting with the class of 2007, students will take a two-year U.S. history program in grades 9 and 10 that will include an Advance Placement option for students in grade 10. Grades 11 and 12 will be similarly realigned with offerings in world history, psychology, and law with future plans for other history and social science electives.

The Social Studies History and Social Science Department is striving to provide to all students, the integration of content and critical thinking skills that will assist them in becoming well-informed, participatory citizens. Students are afforded the opportunity to use the skills and abilities they are acquiring to better understand the world around them. In recognition of the need for better understanding of the history and culture of the peoples of Asia, Africa, and other societies, ongoing emphasis continues with the study of non-western societies. There is also a continued focus on the centrality of western civilizations.

The community and the Social Studies Department interface in a variety of ways: parent support for major field trips; submission of feature articles to the local newspaper; and the connection to the Historical Society of Watertown. Essay contests provide an opportunity for students to use research skills and learn about the history of their community.

Science

During the 2003-2004 school year, the Elementary Science Department worked on the further development of units' hands-on learning tasks and focused on introducing more non-fiction texts to complement those units. The units are those recommended by the National Science

Foundation (NSF) to promote inquiry-based, constructivist learning in the elementary schools. The units, topics of study and materials are consistent in each of the elementary schools. Prekindergarten and Kindergarten students learn about life and how to use of their senses to make discoveries. Grade 1 continues life study with Growing and Changing while observing mealworm development, Balls and Ramps to study motion and design, and Air and Weather.

Butterfly metamorphosis and growing Fast Plants are two of the highlights of grade 2. In addition to their science units, grade 3 students have been writing Haiku poetry after a nature observation in the schoolyard to increase their awareness of the living things in our neighborhoods. Solar System and Simple Machine units have been enhanced for grade 4. Grade 5 has continued with their Electricity and Ecosystem units supported by a soils study trip to Drumlin Farms. This year marked the third annual Science Exhibit given by fifth graders.

At the Middle School, eighth grade students participated in their annual Mount Monadnock interdisciplinary field trip. Under the coordination of Mr. Cedrone and Ms. Quattrini, they were also able to participate in the City Lab biotechnology workshops. Seventh graders attended the Boston Sea Rovers Ocean Science Conference.

For sixth graders, Ms. McGarrity arranged to have a free show by Mr. Magnet from MIT; Ms. Bebell borrowed lunar and meteorite samples from NASA for viewing in her classroom.

In all grades, science teachers continued to develop a modified spiral curriculum based on the MA Science Frameworks. They piloted some modules from Prentice Hall Science Explorer and from Holt Science and Technology. Curriculum was developed using backward design. Assessments were designed in conjunction with the ESL teachers as well as the special needs teachers. Emphasis was placed on differentiated Instruction for learners at different levels. Science teachers also met with the technol-

ogy teacher to coordinate the Technology and Engineering Strand of the Science Standards.

The Watertown High School science department staff and students had a year with many significant accomplishments. Collaborative endeavors were conducted with the Urban Ecology Institute as part of a National Science Foundation (NSF) program at Boston College in which students and staff studied the ecology of the Charles River. Another NSF sponsored program; Project SEED with Northeastern University provided opportunities in physical sciences curriculum development. Students and staff also participated in the City Lab biotechnology program as well as in Envirolab field studies of Boston Harbor.

The Biology Club once again conducted a very successful marine biology expedition to study coastal ecology on the island of Bonaire in the Netherlands Antilles. In cooperation with the Boston Sea Rovers, the Marine Ecology Project and the Harvard University Environmental Management Program, students were able to participate in field research programs on Cape Cod. Through Harvard's Lowell Institute, many students were able to participate in courses offered through the college's Extension School. Other students were chosen to attend programs at the New England Aquarium and the United States Naval War College.

A very special collaboration is ongoing with the Boston Biomedical Research Institute where several unique opportunities for students and staff have been created. We continue to utilize the Project STAR program developed with the Smithsonian Astrophysical Laboratory at Harvard University and to have students participate in the MIT Whitehead Institute biotechnology program.

• Mathematics

At the middle school starting in September, 2003, we piloted an extra math course this year during the specials block, called Math Power in grades 6 and 8 and Advanced Applications in grade 7. Here, students

were given another opportunity to practice basic skills, using a new software program called Successmaker. In the seventh grade course, students also used technology, such as Inspiration, Excel spreadsheets, Microsoft Word, and math web sites, to learn and use math. Challenges were provided through the MathCounts web site with the Problem of the Week.

A second initiative is the increase of students enrolled in Algebra I in grade eight. This school year 2003-04, the courses are called Advanced Algebra I, Algebra I, and Algebra I, Part I.

In all grades, math teachers continued to use the tested text book series, CMP (Connected Math Program). A major area of emphasis was developing instruction that is differentiated for learners at different levels. Curriculum was developed using backward design and assessments were developed in conjunction with the ESL teachers as well as the special needs teachers. Informal assessments, such as homework and classwork continued to be the basis of modifying daily instruction.

In grades 6-8, students participated in challenging contests. The Continental Mathematics League had five meets per year. A MathCounts Club, run by Barbara McEvoy, met for several weeks and participated in a regional contest in Chelsea in February.

For preparation for the grade six and grade eight Math MCAS Tests, preparation classes were held after school from February through May. Small class size was key to helping students.

Lesson Study was the major professional development for math teachers. All math teachers participated in two cycles in which they designed, taught, and revised Grade six Introduction to Algebraic Thinking lessons. The choice of topic resulted from analysis of the grade six MCAS Math Test. Lesson Study continues to be the focus of our professional development program at the high school. All members of the department are participating this year. The benefits of lesson study which include collaboration among math teachers, learning and doing new content, reflecting on our

teaching, and focusing on students learning, help us to achieve the goal of learning more about and improving our teaching.

Under Phase II of the reconstruction project, a new computer lab is now available for math teachers to use with their students. Several pieces of software have been purchased to supplement the curriculum in algebra, geometry and statistics. The math department will participate in a five-year project, funded by the National Science Foundation through the Education Development Center in Newton. The project, "Focus on Mathematics" is a partnership that includes five school districts and three universities. The project will work toward increasing student achievement and teacher quality through programs that strengthen and nourish middle school and high school mathematics for teachers and their students. The main areas of teacher participation include seminars, mentoring, summer institutes and on-line courses. Watertown will receive, over the course of the grant, support for four Mathematics Teaching Fellows, two in the Certificate program and two in the Masters program at Boston University.

• English/Language Arts

In 2003, the Watertown Elementary Schools continued to provide focused, professional development for teachers (in partnership with Lesley University) to improve literacy instruction and learning in kindergarten through grade 5. Primary grade teachers (K-2) completed 48 hours of Professional Development in June, with each school's literacy collaborative coordinator, at their own school. Sessions centered on research-based practices in language and word study (phonemic awareness, phonics, spelling, vocabulary and word study principles), guided reading, shared reading, interactive read aloud, literacy centers for hands on practice, reading fluency, and comprehension. Writing process sessions included storytelling, interactive and shared writing (teachers and students collaborating on a piece for direct instruction) drawing, idea development, writer's craft (composing) and conventions (grammar, spelling, punctuation). Beginning in September 2002, teachers met for monthly professional

development sessions to explore topics in a more in-depth way. At the Hosmer and Lowell Schools, an additional group of k-2 classroom teachers and specialists began the initial 48 hours of training in September. Primary grade teachers have been successfully implementing these research-based practices in their classrooms.

Intermediate grade teachers (3-5) began 40 hours of professional development in September with a school-based literacy collaborative coordinator. They focused on reading workshop, writing workshop and language and word study elements. These elements provide direct instruction in reading strategies and literary elements across genres (types of texts), including flexible word solving, vocabulary development, reading fluency, and in-depth comprehension strategies. Also included are grammar, spelling, and composing/crafting techniques for personal narrative and nonfiction writing as well as editing for conventions (grammar, spelling, and punctuation). Intermediate grade teachers began implementing these practices as they learned them; their initial training sessions will be completed in June 2004.

• Reading and Writing

Benchmarks/Outcomes stating what children need to know and be able to do at each grade level were developed by a committee of teachers and published and distributed to parents and all staff. Literacy leadership teams at each school monitored the school's literacy model implementation, looking at assessment data to inform instruction, and used benchmarks to target students needing extra instruction. The teams also ordered books in all genres (realistic fiction, informational, historical fiction, poetry, plays, fantasy, etc.) for use in classrooms and provided workshops for parents.

At the Watertown Middle School, the English Language Arts Department is continuing its John Collins portfolio review program every quarter. In addition, all 6th grade teachers have also been trained in the Writing Workshop program in which students write frequently in journals and then select journal pieces to take through the

writing process of drafting, conferencing, revising, editing, and finally publishing and sharing the finished piece. Teachers in all three grades have students write in a variety of genres, including creative writing (stories, scripts, poetry) and expository writing (essays, literary analysis, memoir writing, research reports, letters). In all genres, teachers emphasize logical organization, use of vivid and compelling detail to support ideas, variety and richness of vocabulary and sentence structure, and correct grammar and mechanics. In 2003, all 6th grade students were given an MCAS prompt as a Writing Sample. The essays were scored by Department staff, who were trained using the Department of Education rubric and anchors. In March of 2004, all sixth and seventh grade students participated in the MCAS Writing Sample, which was also scored by the Department of Education. Teachers then went on to show their classes the anchor papers, explain the criteria for each score, and help the students to improve their essays. In this way, students are well prepared for the English language Arts MCAS exam, which they take in Grade 7.

Teachers offer a wide range of classic and contemporary literature to their students. Some of the books are read and discussed together as a whole class, and some are read in student book groups. In seventh and eighth grade, the selections are often connected to what the students are studying in History. In addition, all Middle School English teachers have been trained in the Junior Great Books program, which has been implemented in all three grades. In this program, all students read challenging, high quality literature. They read each selection twice, develop their own interpretive questions for each story, and engage in structured "Shared Inquiry" discussions that explore these questions in depth. The program requires students to find evidence in the text for their ideas, which helps prepare the students for the demands of the seventh grade MCAS test.

As part of the Turning Points School Restructuring program adopted in late 2001, the Middle School staff has developed school-wide goals. One goal is to teach Habits of Mind, which are ways of

thinking and behaving that promote success in school. The staff chose perseverance, connecting new learning to previous learning, taking responsibility for learning, and reflection. The other goal is Reading for Understanding. Much of our professional development for the 2003-2004 school year has centered on these two goals. A Literacy Expert was brought in to give workshops to the whole school in Content Area reading, and to the English teachers in Making Inferences and Developing Vocabulary, two areas the teachers identified as needing work after analyzing the 2003 MCAS results. Thus the goals of the school and the goals of the English Department are closely aligned.

The Watertown High School English Department revised and rewrote its entire 9-12 Curriculum Guide during the '2002-2003 school year. Guided by State Standards, Curriculum Frameworks, and best practices, teachers met, discussed, and reworked curriculum during ELA department meeting time as well as Release Days. Each one contributed expertise to the final product. A new senior course, Comparative Literature, a direct outcome of this curriculum revision process, has been added to the 12th grade offerings and is now in the third term of its pilot year.

Because of the construction and updating of some Watertown High School facilities, the English Department now has a dedicated computer lab with twenty-three new machines and a printer. Teachers were recently trained in the first phase of the new system and will continue to receive technical education and assistance until comfortable with the new process.

MCAS testing continues to dominate the High School calendar. English and math re-tests were given to juniors and seniors during the months of November and March, the ELA Long Composition will be given during the last week in March, and the regular 10th grade testing will be held from May 17th through 28th. Scores continue their upward momentum but there is always room for improvement.

The newly refurbished WHS Auditorium recently became the site of a magnificent

rendition of the hit musical "Fiddler On The Roof", directed by Monica Hiller of the English Department. And, because of a donation from the local Target Store, the Brandeis New Repertory Theater will host a May 4th morning production of "To Kill A Mockingbird", one of the required readings in the grade nine curriculum. This will also take place in the newly refurbished WHS Auditorium.

Under the advisorship of ELA teachers Maureen Regan and Kristin Johnson, the English Department is now disseminating the latest edition of the WHS literary magazine, "The Word Painter". The book is a wonderful combination of student prose, poetry, photography and art. The funding for this '2003 edition was made possible by a grant from the Watertown Education Foundation, and the ELA Department, as well as the entire WHS community, is grateful to the WEF for their generosity.

As in the past, the WHS English Department continues to work closely with Carey Conkey of the Young Adult Department of the Watertown Public Library and we are very appreciative of her efforts on behalf of our teachers and students. Our annual Summer Reading Program also benefits from this strong connection between the Main Library and the Watertown schools. And every year an increasing percentage of our students complete the entire summer reading assignment.

The WHS English Department attempts to provide maximum opportunities for students to understand, achieve and excel. We remain firm in our commitment to teenagers and truly believe that every single one of them can learn and succeed.

• Occupational Education

The learning outcomes were developed for all career and technical education courses in our program areas of Business Education, Family and Consumer Science, and Industrial Technology. These courses prepare students to apply knowledge and concepts in problem solving in a world undergoing constant change.

Work-based competencies using technology, organizing and analyzing information, interacting and working in teams, and taking responsibility for career and life choices are the foci of each of our program areas.

Our newly implemented robotics unit in the Industrial Technology curriculum at the Middle School brings exciting learning opportunities to our students as do the computer repair and networking courses at the high school. The involvement of our students in the TITAN (Junior Achievement) on-line simulation in economics and the development in advanced accounting of a Business Plan which students present at Bentley College provide our students with authentic learning experiences such as making executive business decisions. The Wood shop students produced Adirondack chairs that were presented to school department retirees. This project involved the fabrication, production, and finishing processes used to build these chairs. The parking lot schematic for the high school was created by the Computer Aided Design (CAD) students.

The "Empty Bowls" interdisciplinary project with the Art, Family and Consumer Science, and Business Departments gave our students an opportunity to contribute to the community by donating the proceeds from this successful event to the Watertown Food Pantry.

Our courses continue to reflect the skills and competencies noted in the U. S. Labor Department Secretary's Commission on Achieving Necessary Skills (known as SCANS skills). Real skills are gained for life and work to prepare our students for higher education or further training for a rewarding career.

• Physical Education & Health

The Physical Education Curriculum emphasizes the importance of developing and promoting a healthy lifestyle by providing regular exercise and health education. The Fitness Gram program is in its second year k-12. The elementary, middle, and high school curriculum is aligned to meet the Massachusetts State Frameworks and NASPE Standards. This year, the Physical

Education and Health staff selected Standards Based Learning Outcomes that the curriculum would focus on. The staff will soon establish common assessments that will reflect the learning outcomes.

In the beginning of the 2003-2004 school year, the department k-12 was evaluated through the Curriculum Cycle Review process. The evaluation team and staff members identified many strengths as well as some needs. The next phase of the evaluation process will be presented to the School Committee spring 2004.

The elementary physical education program is developmental and emphasizes social, physical and mental health promotion. Gross motor skills are learned and practiced through physical games and skills activities. Health concepts are integrated into the curriculum and include safety, fitness, heart-healthy habits, and disease prevention.

The middle school physical education and health program includes health promotion that involves personal hygiene, fitness assessment, health related fitness activities, team and individual sports, project adventure activities and self-testing skills. Virginia Walsh collaborated with the Stephanie Penta, school nurse, and the Linda Orloff, Director of Food Services, to present nutrition information to parents. Childhood obesity was the focus of the presentation and was well received by parents.

The high school physical education program offers several recreational and sport activities that promote healthy active lifestyles, social interaction, and interpersonal skills. Through the use of the fitness center, the physical education curriculum includes skills and knowledge on the fitness components and personal fitness plan development. The 9th grade program includes CPR and first aid basics and the sports activities are more skills based. Project Adventure has been added to the program this year. Low and high elements as well as team building activities have challenged students to work together and/or individually.

The health curriculum at the high school

focuses on decision making, self-esteem, relationships, nutrition, consumer health, effects of alcohol, tobacco, and drugs, body systems, and disease prevention. The Watertown Police Department visited classes to discuss harmful use of drugs, alcohol, and drinking under the influence.

Professional development for staff has provided the opportunity to work collaboratively on developing learning outcomes and common assessments. Each year, staff is certified in CPR and First Aid. Project Alliance has also provided the opportunity to learn about Bullying and Mediation programs and Alcohol and Drug Abuse prevention. The staff at the high school completed training in Project Adventure and plans to continue training in order to implement the project adventure curriculum.

The Safe and Drug Free Schools grant has provided students with two programs. The Peers Making Peace program offered to students k-12, is a peer mediation program facilitated by students. This year, 2 additional staff members were trained at the Middle School. To date 2-3 staff members are trained in each school. The Athena and Atlas programs were purchased this year and will provide anti-drug and sports nutrition to high school athletes. The implementation of this program will begin in September of 2004.

• Athletics

The overriding mission of Watertown High School Athletics is to achieve excellence in every aspect of our program. We aspire to be the very best athletically, academically and administratively. As we continue in our pursuit of excellence, we are fortunate to have realized many success stories in 2003.

Watertown High School student/athletes have performed at the very highest level in the classroom. The overall GPA of Watertown High School student/athletes stands at an impressive 3.09. The Raiders also have been very active in the community participating in many community service projects.

The Girls Field Hockey Team continued its

unprecedented success by capturing yet another Middlesex League title. In addition, during the 2003 season, WHS Varsity Head Coach Eileen Donahue recorded her 350th career win.

The Cheerleaders enjoyed much deserved success again this season as the team advanced to the State Regional competition after placing second in the Middlesex League Cheering Competition.

Boys and Girls Soccer teams played night games under the lights at beautiful Fillipello Park. The teams' hard work and tenacious play, along with the backdrop of Fillipello Park received compliments from nearly every league opponent.

WHS varsity squads competing in post season play included Field Hockey, Cross-Country, Boys Soccer, Golf, Boys and Girls Basketball, Wrestling, Girls Indoor Track and Boys and Girls Track and Field.

Along with team honors, the following student/athletes received All-League recognition; Field Hockey - Jay Quinn (League MVP), Erin Alyward, Kayla Romanelli, Stephanie Colantonio and Kasey O'Laughlin; Golf - Jonathon Coughlin (League MVP) and Richard Callahan, Football - Dan Chaisson and Brendan Perechodiuk; Cross Country - Matthew Jablon; Boys Soccer - Rogerio Dias, Marco Panza and Adonay Reyes; Girls Soccer - Meghan O'Donnell; Girls Indoor Track - Devan Rousseau; Wrestling - Zack Jefferson; Baseball - Dean Corsi; Softball - Andrea Ciarletta; Boys Outdoor Track - Nick Goodman and Edward Reardon; Girls Outdoor Track - Angela Falco, Stephanie Colantonio and Kim Usseglio.

We have been fortunate to recently attract several outstanding coaches who will make significant contributions to the Watertown High School Athletic program.

In addition to a strong coaching contingent already in place, newly appointed Head Coaches John Rimas of Girls Basketball, Tom Wittenhagen of Boys Indoor Track, Tom LaRocca and Dave Mastro of Girls Soccer and Donna Ruseckas of Softball have worked diligently with Middle School

and Watertown Youth Sports programs in an ongoing effort to improve and strengthen our programs.

While the aforementioned clearly illustrates that we have much to celebrate and take pride in, we strongly believe the best is yet to come.

Afterschool from 2:30 PM to 6:30 PM in the Watertown Savings Bank Community Fitness Center located at Watertown High School, WHS Science teacher and Nationally Certified Strength and Conditioning Coach Mr. Brian Brewer and Watertown Police Officer George Hoffman assist student/athletes with personal strength and conditioning programs.

For these and many other reasons, there is great enthusiasm and optimism at WHS regarding athletics.

• World Languages

The study of French, Italian and Spanish continues to begin at Grade 6 and culminates at the High School level. Students not only learn to speak, read and write the target language, but also gain an appreciation of the culture and civilization of the country where the languages are spoken. Statistics from the annual open-ended assessment show that 70% of the students (in grade 10) scored a "B" or better in writing and 72% of the students (in grade 11) scored the same or better in oral proficiency. Of the Watertown students who took the National French Exam, 51% scored above the State and National levels.

Students of French celebrated National French Week in the fall, and enjoyed learning French and Canadian folk dances from some members of the staff. They participated in a culture bee, ate French lunches in the cafeteria prepared by the cafeteria staff, made commercials on video and impressed one another with their diverse talents.

The International Club celebrated cultural diversity at the High School and enjoyed monthly student presentations about Egypt and Pakistan and many other countries.

• Fine, Applied & Performing Arts

In 2003 the visual arts program continued to expand both its traditional media and technology enhanced art programs. Enrollments increased in the advanced studio arts classes, preparing student portfolios for collegiate art school admissions. The advanced computer graphic design/web design program also expanded with increased enrollment, some updated hardware/software, and the introduction of the Fine Arts Departmental Web Page, created by Dan Dressler (WHS art teacher), where information about the Fine Arts Programs, course syllabi and expectations, examples of student work, and much more can now be accessed at <http://www.watertown.k12.ma.us/fapa>. Several students won awards for their artwork at the annual Boston Globe Scholastic Art Competition with one student winning a gold award at the state and national level in photography. The annual K-12 all-school art show at the Watertown Mall in March, centered on the theme "An Exploration of Color," was highly successful with a large crowd at the opening reception. The High School radio and television department enhanced its work with the Video Yearbook and is eagerly awaiting the upgrade of equipment and expansion of facilities planned as part of the renovations of 2004. Thirty-plus year veteran art teacher Leslie Friedman retired from the Hosmer School in June 2004 and was replaced by Amy Moschetti, coming to Watertown from Maryland.

The music program continued to expand its offerings, led by the introduction of the string ensemble to the WHS curriculum with ten freshmen in September, under the direction of Dr. Frederik Schuetze, FAPA Curriculum Director. Expectations are for more than double that enrollment in Fall 2004. Both the WHS Concert Band (directed by Dan Jordan) and WHS Concert Choir (directed by Dan Wulf) participated in a large music festival in New York City in April. The strings program at the elementary (led by Amanda Scarpaci) and middle school level continued to grow, enrolling the largest numbers of students at the 5th, 6th and 8th grade levels since the program's reinstatement six years ago. Due to the combined efforts of Dr. Schuetze and

Mr. Art Wallace (Middle School Band Director), members of the 7-8th grade band continue to combine with the 7th-8th grade string orchestra to create a full orchestra numbering over 50 players, performing successfully on both Spring and Winter Concerts, as well as "Bandarama" in March. "Bandarama" featured over 300 instrumental musicians, Grades 4-12 performing in a gala concert on the WHS Gymnasium floor before a packed audience. Plans have been made to make a small expansion of the band instrument group lessons program at the elementary level by Fall 2004, making these instruments available again at the 4th grade level, in addition to strings. Thirty-plus year veteran music teacher Marilyn Darack retired from the Lowell Elementary School in June and was replaced by Kristin Savoie, coming to Watertown from Virginia.

The drama program presented two highly successful shows, directed by Monica Hiller (WHS English/Drama teacher) - the musical "Oklahoma" in collaboration with the music program in March and Tennessee William's "Cat on a Hot Tin Roof" in December. Students produced and directed a production of "Romeo and Juliet" in June, along with their annual participation in the Massachusetts Drama Festival one-act plays competition in February.

The FAPA Department hosted a Visiting Team of outside evaluators in music, art, and drama in October. The Team's reports were generally positive, stressing the camaraderie and collaboration within the department's staff and praising the department's assessment strategy of exit/proficiency examinations for all Grade/course levels 3-12.

• **Special Education Services**

Ms. Kathleen Kelley Lockyer became the Administrator of Special Education in 2003 earlier than the anticipated when the retiring Dr. James Earley left the department to become the Acting Superintendent of Schools. Dr. Earley was scheduled to retire in December after twenty-eight years in the position. Ms. Lockyer has been with the Watertown Public Schools more than thirty years as a teacher and Coordinator.

The Department of Special Education Services continues to develop and implement program and service initiatives for students with special needs. As the needs of the population change, especially at the pre-school level, programs and services that need to be in place to serve the students also change. As students with disabilities transition from the Integrated Preschool Program, services at the elementary level, at times, are expanded to accommodate their needs. This increase of services is often in the form of instructional assistants, consulting and related services.

Throughout the school system at all levels, special education services are reviewed annually to ensure that there are appropriate programs and services in place. With an increase in the developmentally disabled population, middle and high school programming is now focused on revising programs to have a vocational and pre/life skill approach.

• **Early Childhood Education**

The Watertown Public Schools continues to demonstrate a high level of commitment to Early Childhood Education through excellent programming initiatives and outreach. Early Childhood Programming and Services have been enhanced by continuation grants and new funding. Grant funding from state and federal money through the Mass Department of Education has allowed us to create the Early Childhood Services Council, which is comprised of 5 grant initiatives supporting early care and education. These initiatives are:

- Parent Child Home Program - a program that offers services to parents and children through home visits, modeling play while enhancing home literacy environments and communication.
- Family Network - offers enrichment programs and support to parents and family caregivers of infant and toddlers.
- Even Start - direct services offered to the under-served ESOL population. Services for the whole family include English and

basic education classes, after school programming and promotion of literacy enhancement.

- **Community Partnerships for Children** - Provides scholarship assistance as well as funding to private and public childcare providers to enhance quality, collaboration and comprehensive programming. Professional development programs are underway to establish national accreditation, community wide kindergarten assessment and planning, and support for diverse learners in all childcare programs.

- **Kindergarten** - assists with the transition to kindergarten with additional support staff in the classroom, thus lowering class size and adding one-on-one support. The grant supports National Accreditation through NAEYC.

Another grant initiative supports special education programming at the Watertown Public School Preschool "Early Steps" Program. Through this grant we have been able to develop a summer program and increase parent outreach and professional development. These activities enrich our excellent integrated model at the new Hosmer School facility.

The Public Schools offer half-day programming and a full day Pre-kindergarten program at the three elementary schools. These classes are inclusion model classes, where regular education and special needs children work together in a learning environment that embraces individual differences and strengths while supporting the needs of all children.

A devoted faculty and early childhood program staff support children and their families in an excellent start to their educational career. Parents are an integral part of the program planning and are a focus for support, resource and referral. A Parent Advisory Council meets the third Thursday of each month.

- **Guidance**

The Watertown High School Guidance Program provides activities, interventions and services that assist students in achieving

their maximum personal development, both as learners and as human beings. Guidance and counseling are vital components of the educational process, which help students recognize their needs and abilities, and develop strategies to realize their full potential. The primary role of the guidance staff is to implement a developmental guidance program that will help all students acquire skills in the educational, personal and vocational areas necessary for living in a multicultural society. Guidance counselors act as student advocates and work closely with other educators, parents and community members to provide opportunities for students to develop self-understanding, self-evaluation, and self-direction in order to lead productive, fulfilling lives.

Classroom-guidance programs are offered at all grade levels throughout the system. Topics addressed include orientation to the high school and middle school, testing awareness and interpretation, post high school planning, communication skills, conflict resolution, bullying, study skills, career development and violence prevention. Counselors at all levels work directly with students in one-to-one, small group and large group settings. By monitoring progress and coordinating a wide variety of resources counselors reach out to students and parents in times of need.

At all levels developing effective home-school partnerships with parents' remains a high priority. In addition, counselors take leadership roles in all buildings, consulting with staff and outside resources to plan interventions to improve student achievement.

- **Library/Media**

The library media program of the Watertown Public Schools is designed to assist learners to grow in their ability to find, generate, evaluate, and apply information that helps them to function effectively and to participate fully in society. Through the use of media and technology in its many forms, Watertown students acquire and strengthen skills in reading, observing, listening, and communicating ideas. The learner interacts with others, masters knowledge as well as skills, and achieves

greater self-motivation, discipline and a capacity for self-evaluation. The program challenges students to participate in exciting and rewarding experiences that satisfy individual and instructional purposes.

The library curriculum is designed to provide opportunities for students to become responsible lifelong learners. A wide variety of resources in a structured, open and welcoming environment are offered to encourage inquiry and foster an appreciation of literature in keeping with current state frameworks. The library Town Report 2003 program is integrated into all areas of the curriculum and is based on collaborative planning, and creating active partnerships between teacher librarians and classroom teachers.

Improvements in school library facilities have occurred during the last five years. New library media centers have been built at the Cunniff, Lowell, and Middle Schools. The library at Watertown High School is scheduled to undergo renovations in 2004.

Every school library in Watertown offers Internet access as well as computers for student research. A wide variety of online subscription databases is provided in part by membership in the Metrowest Regional Library System and in part through the operating budget.

Collections at three school libraries have been automated. These included Watertown High School, Watertown Middle School and Hosmer School. The Lowell and Cunniff Schools remain.

It is the mission of the Department of School Libraries to help students acquire the skills and strategies necessary to continue learning throughout their lives. This mission is accomplished by providing open access to resources that accommodate a variety of learning styles for a diverse population, by providing leadership and instruction in the use of information technologies, by providing learning experiences that encourage students to be informed decision makers and responsible users of information and by promoting literacy and the enjoyment of reading.

- **Community Education**

The Watertown Community Education Program is a self- sustaining program of the Watertown Public Schools. It includes the Adult and Community Education Program, the Before School Program in all three Elementary Schools, the Hosmer Extended Day Program, the Lowell Extended Day Program, the Cunniff Voyager Program, the Middle School Teen Center and the Summer School Program.

The Adult Education Program provides learning opportunities in a wide range of subjects including: computers, crafts, music, photography, landscaping design, cooking, exercise, golf lessons and Project Literacy (free English as a Second Language classes).

The Before School Program provides a safe place for elementary students before the start of the regular school day.

The Extended Day Programs provide after school care for children (Grades Prekindergarten -Grade 7) from the close of school until 6:00PM each day.

The Summer Program consists of an early childhood and special education component, an academic program and enrichment classes. Academic courses are designed for students who wish to improve a low or failing grade.

Watertown Community Education is committed to building partnerships that will create and continue to provide programs that meet the needs of adults, families and children in Watertown.

General Election

Precinct													
Total Votes Cast	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Wat. Prec.	Grand Total
OFFICES and CANDIDATES	A-1	A-2	A-3	B-4	B-5	B-6	C-7	C-8	C-9	D-10	D-11	D-12	
Registered Voters:	1495	1598	1838	1894	1801	1675	1870	1896	1250	1806	1768	1747	20638
Votes Cast: 255	287	345	556	444	326	638	576	219	618	505	396	5165	
Percent Voting	17.1%	18.0%	18.8%	29.4%	24.7%	19.5%	34.1%	30.4%	17.5%	34.2%	28.6%	22.7%	25.0%
Council President/School Committee Member													
Blanks	9	22	32	37	23	13	42	20	7	23	16	15	259
Clyde L. Younger	127	141	156	193	186	116	234	215	100	278	211	154	2111
Pamela Piantedosi	118	121	157	326	235	197	362	340	111	317	278	226	2788
Write-ins 1	3	0	0	0	0	0	1	1	0	0	1	7	
TOTAL	255	287	345	556	444	326	638	576	219	618	505	396	5165
Council-At-Large													
Blanks	317	357	413	739	496	383	803	731	283	629	587	402	6140
John H. Portz	90	115	131	318	231	121	263	210	81	299	270	222	2351
Kevin F. O'Reilly	102	100	127	156	135	125	311	246	80	284	184	180	2030
Stephen Corbett	90	110	111	184	209	172	270	241	112	282	234	172	2187
Susan G. Falkoff	112	112	163	340	243	136	270	228	74	215	159	140	2192
Mark Sideris	110	166	170	236	223	172	307	290	87	303	253	205	2522
Kenneth S. Rand	29	35	66	43	50	30	53	45	26	83	43	43	546
Marilyn M.169	153	199	207	186	165	275	310	133	377	287	216	2677	
Petitto Devaney													
Write-ins	1	0	0	1	3	0	0	3	0	0	3	4	15
TOTAL	1020	1148	1380	2224	1776	1304	2552	2304	876	2472	2020	1584	20660
District A Councillor													
Blanks	77	86	108										271
Salvatore Ciccarelli	175	198	234										607
Write-ins	3	3	3										9
TOTAL	255	287	345	0	0	0	0	0	0	0	0	0	887
District B Councillor													
Blanks				232	140	121							493
Gus Bailey				323	301	200							824
Write-ins				1	3	5							9
TOTAL	0	0	0	556	444	326	0	0	0	0	0	0	1326
District C Councillor													
Blanks							219	183	69				471
Stephen E. Romanelli							413	387	149				949
Write-ins							6	6	1				13
TOTAL	0	0	0	0	0	0	638	576	219	0	0	0	1433
District D Councillor													
Blanks										211	161	128	500
Frederick L. Pugliese										404	341	266	1011
Write-Ins										3	3	2	8
TOTAL	0	0	0	0	0	0	0	0	0	618	505	396	1519
School Committee													
Blanks	180	195	244	261	276	233	363	384	159	382	335	200	3212
Anthony P. Paolillo	97	124	144	217	164	131	304	285	99	324	248	213	2350
Eileen Hsu-Balzer	117	126	166	348	242	141	284	257	76	240	209	188	2394
Allan J. Gillis	21	28	29	35	45	37	69	74	28	58	44	35	503
William G. Oates	142	144	171	227	200	165	440	300	128	364	313	239	2833
John C. Bartley	117	135	157	285	190	125	211	216	84	233	171	154	2078
Anita Mary O'Brien	91	109	124	295	213	146	243	211	81	253	193	157	2116
Write-ins	0	0	0	0	2	0	0	1	2	0	2	2	9
TOTAL	765	861	1035	1668	1332	978	1914	1728	657	1854	1515	1188	15495
Library Trustee (4 Year Term)													
Blanks	313	384	417	741	530	406	825	762	279	777	593	470	6497
Lucia H. Mastrangelo	182	198	249	340	300	215	452	390	154	431	374	273	3558
Michael J. Hanlon, Jr.	130	134	180	276	236	177	315	274	110	315	266	219	2632
Katherine H. Button	139	144	189	307	266	177	322	300	113	327	280	221	2785
Write-ins	1	1	0	4	0	3	0	2	1	4	2	5	23
TOTAL	765	861	1035	1668	1332	978	1914	1728	657	1854	1515	1188	15495

TOWN OF WATERTOWN
RECOUNT - NOVEMBER 19, 2003

OVERALL TOTAL

COUNCIL-AT-LARGE	PREC. A-1	PREC. A-2	PREC. A-3	PREC. B-4	PREC. B-5	PREC. B-6	PREC. C-7	PREC. C-8	PREC. C-9	PREC. D-10	PREC. D-11	PREC. D-12	GRAND TOTAL
Blanks	322	353	410	749	490	374	798	729	283	616	579	398	6101
John H. Portz	90	116	132	323	233	121	265	209	81	299	271	225	2365
Kevin F. O'Reilly	102	102	129	159	135	127	311	246	80	286	184	180	2041
Stephen Corbett	91	111	111	185	209	173	269	241	112	286	236	175	2199
Susan G. Falkoff	113	112	165	345	245	137	270	228	73	214	159	141	2202
Mark Sideris	111	166	171	237	224	173	307	290	87	302	254	205	2527
Kenneth S. Rand	29	35	66	43	50	31	53	45	26	85	43	44	550
Marilyn M. Petitto Devaney	169	153	201	211	187	167	277	311	133	380	288	220	2697
Write-ins	1	0	1	1	3	1	1	3	0	0	6	4	21
TOTALS	1028	1148	1386	2253	1776	1304	2551	2302	875	2468	2020	1592	20703 20703
NUMBER OF VOTERS	257	287	346	563	444	326	638	576	219	617	505	398	5176
FOUR VOTES PER VOTER	4	4	4	4	4	4	4	4	4	4	4	4	4
	1028	1148	1384	2252	1776	1304	2552	2304	876	2468	2020	1592	20704 20704

Carl A. Portz
Donna Zentgraf
Bertine C. Brookman

NOV 19 2003